



Treasury Board of Canada  
Secretariat

Secrétariat du Conseil du Trésor  
du Canada

ANNUAL REPORT TO PARLIAMENT



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# Crown Corporations and Other Corporate Interests of Canada

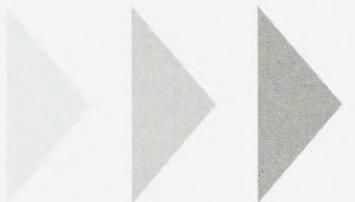
2005



Canada



Crown Corporations and  
Other Corporate Interests of Canada  
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## The President's Message

I am pleased to table the 2005 edition of the *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada*, in accordance with the provisions of the *Financial Administration Act*.

This report is a unique source of information for parliamentarians and for Canadian taxpayers on the Government of Canada's corporate holdings. It provides summary information on the activities of all Crown corporations and their wholly owned subsidiaries, as well as those of other corporate interests of Canada.

Crown corporations address specific public policy objectives by operating within a commercial environment, while remaining at arm's-length to the Government of Canada. With this mixture of public policy and commercial objectives, they play a vital role in areas where private enterprises are often unwilling or unable to provide the necessary services to Canadians.

As public institutions, Crown corporations play an important role in the economy of the country. Accordingly, Canadians expect these organizations to be managed according to the highest standards.

Building the trust and confidence of Canadians in our federal institutions is a key government priority. Improving the effectiveness of the overall governance framework for Crown corporations is an important step in increasing transparency and accountability to Parliament and ultimately to the Canadian taxpayer.

The end result for Canadian Crown corporations is to clearly distinguish themselves as leaders in their respective environments, while serving the best interests of Canadians.



The Honourable John Baird, P.C., M.P.  
President of the Treasury Board



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## I. Introduction

The 2005 *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada* is prepared in accordance with sections 151 and 152 of the *Financial Administration Act*, which require that the President of the Treasury Board table annually the following documents in Parliament:

- ▶ a consolidated report on the businesses and activities of all parent Crown corporations, including information on all Crown corporations and other corporate interests of Canada; and
- ▶ a report indicating when annual reports and corporate plan and budget summaries were to be laid before each House (for the period ending on July 31), and when they were actually laid before that House.

This report comprises the following chapters:

- ▶ **Overview** highlights new developments with regard to Crown corporations during the year under review. It also provides consolidated financial and employment information by ministerial portfolio.
- ▶ **Crown Corporations' Corporate Holdings** presents a listing of parent Crown corporations and their subsidiaries, legal partnerships and associates as of August 31, 2005.
- ▶ **Other Corporate Interests of Canada** provides information about the various joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has a stake.
- ▶ **List of Crown Corporations and Other Corporate Interests of Canada** is a compilation of all the organizations that have been referred to in this report, including parent Crown corporations and their subsidiaries, legal partnerships and associates, joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has an interest. The list is presented both by ministerial portfolio and alphabetically.
- ▶ **Tabling of Crown Corporations Reports in Parliament** presents a record of annual reports and summaries of the corporate plans and budgets tabled in Parliament by the responsible ministers. An audit of the information reported in this chapter was performed by the Office of the Auditor General and is included as an appendix of the *2005 Report of the Auditor General of Canada*.
- ▶ **Corporate Profiles** provides contact information, the mandate and major activities of each parent Crown corporation.

## II. Overview

There are 43 parent Crown corporations and three wholly owned subsidiaries which have been directed to report as parent Crown corporations for the purposes of the *Financial Administration Act*.<sup>1</sup>

Every parent Crown corporation is a legally distinct entity wholly owned by the Crown and managed by a board of directors. The enabling legislation for each parent Crown corporation, whether by a special Act of Parliament or by articles of incorporation under the *Canada Business Corporations Act*, sets out the corporation's mandate, powers and objectives.

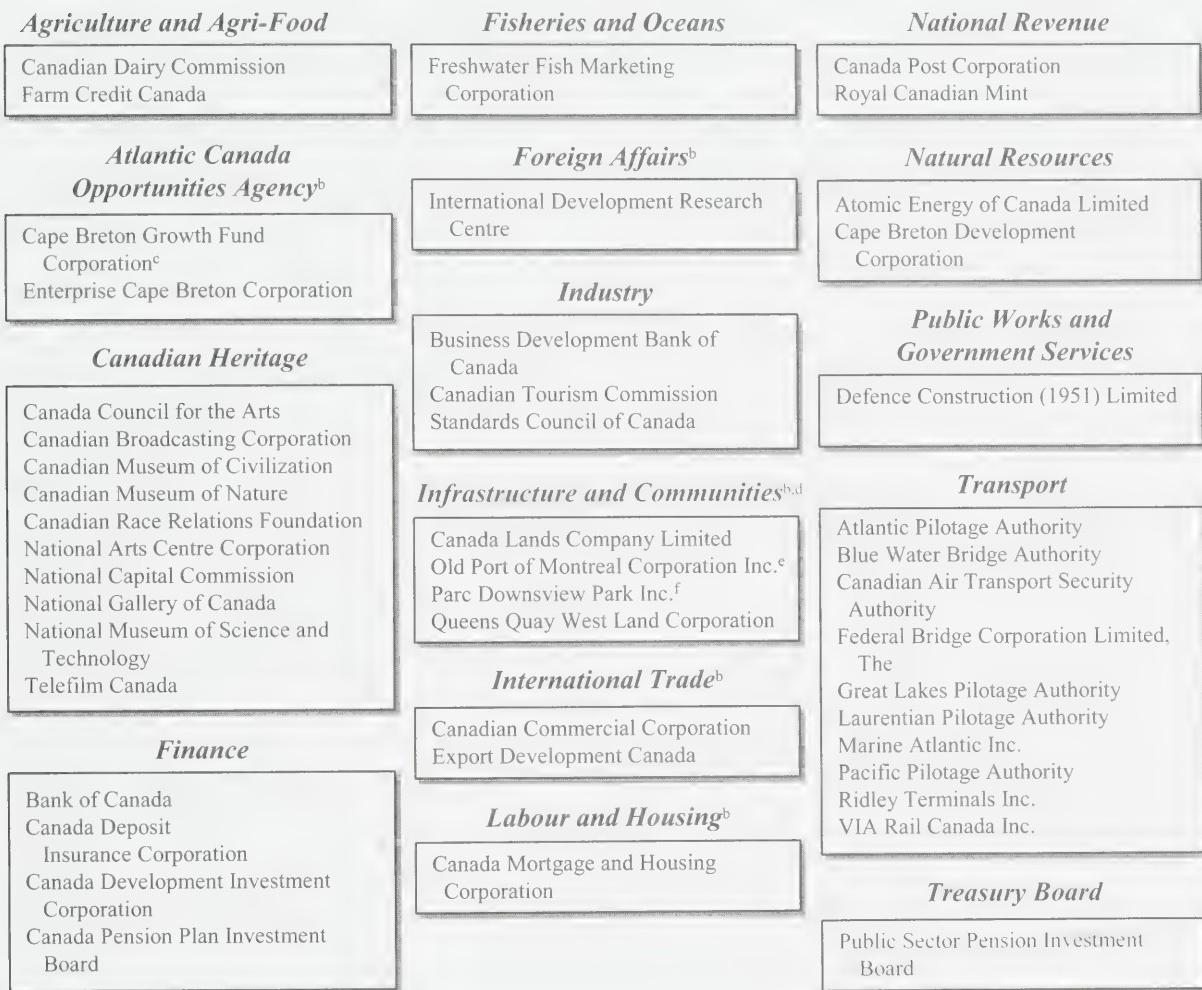
The current portfolio is highly diversified, with corporations operating in many sectors of the Canadian economy. The corporations vary in size and in their demands on the government for financial assistance. Each has its unique purpose in public policy.

Exhibit 1 presents the parent Crown corporations grouped according to the portfolio of the minister through whom they are accountable to Parliament. Please note that, for the purpose of this report, the common names of the following Crown corporations are used (legal name is shown in parenthesis): Canadian Museum of Civilization (Canadian Museum of Civilization Corporation); and National Museum of Science and Technology (Canada Science and Technology Museum Corporation).

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1. The wholly owned subsidiaries, Old Port of Montreal Corporation Inc., the Cape Breton Growth Fund Corporation and Parc Downsview Park Inc., were directed to report as parent Crown corporations for the purposes of the *Financial Administration Act*.

## Exhibit 1: Parent Crown Corporations Grouped by Ministerial Portfolio<sup>a</sup>



- a. Reflects the portfolio organization in place during 2005; note that on February 6, 2006, there was a reorganization not reflected in the chart above.
- b. Ministerial Portfolio titles indicated are consistent with the December 12, 2003 announcement by the Prime Minister; in some cases, legislation to formally change these titles remains pending.
- c. The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed by Order in Council (P.C. 2000-1341) to report as if it were a parent Crown corporation.
- d. Minister of State (Infrastructure and Communities).
- e. Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.
- f. The Parc Downsview Park Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 2003-1304) to report as if it were a parent Crown Corporation.

## Structural Changes During the Year in Review

### Legislative Changes Affecting Crown Corporations

This section of the overview highlights certain legislative changes affecting Crown corporations.

On October 30, 2003, *An Act to amend the Canadian Environmental Assessment Act*, came into force. It requires federal parent Crown corporations<sup>2</sup>, effective June 2006, to comply with certain provisions of the *Canadian Environmental Assessment Act*.

*An Act to amend the Telefilm Canada Act and Another Act* came into force on March 23, 2005. As a result, Telefilm Canada now has a mandate to act in audio-visual industries (no longer limited to feature film industry) including film, television and new media as well as to act in the sound recording industry under agreements made with the Department of Canadian Heritage.

*An Act to implement certain provisions of the budget tabled in Parliament on February 23, 2005*, came into force on June 29, 2005<sup>3</sup>. This Act amends the *Canada Deposit Insurance Corporation Act* to increase the deposit insurance coverage limit from \$60,000 to \$100,000; repeals the authority of the Corporation to make by-laws respecting standards of sound business and financial practices for member institutions; and provides that the deposits of a federal institution shall automatically be insured.

The latter Act also includes amendments to the *Financial Administration Act* and other statutes in order to implement components of the *Review of the Governance Framework for Canada's Crown Corporations*, including naming the Auditor General as either joint or sole external auditor for all Crown corporations<sup>4</sup> except the Bank of Canada.

On July 20, 2005, *An Act to authorize the Minister of Finance to make certain payments* came into force. This Act provides the necessary legislative authority to the Governor in Council, in respect to the fiscal years 2005-06 and 2006-07, to authorize a Minister to incorporate a Crown corporation, acquire shares in a corporation and acquire membership interest in a non-share capital corporation for:

- 
2. Export Development Canada (EDC) has been exempted from the Act because a separate environmental review framework for projects funded by EDC has been established under the *Export Development Act*. The Canada Pension Plan Investment Board is also exempted given its unique federal-provincial nature.
  3. Certain sections will come into force on a day to be fixed by order of the Governor in Council.
  4. Canada Pension Plan Investment Board, Public Sector Pension Investment Board, Canadian Race Relations Foundation, and Canada Post Corporation were audited by private sector firms. Canada Development Investment Corporation, Canada Mortgage and Housing Corporation, Business Development Bank of Canada, Canada Lands Company Limited, Atomic Energy of Canada Limited and VIA Rail Canada Inc. were previously jointly audited by the Office of the Auditor General and private sector firms.

- ▶ the environment, including for public transit and for an energy-efficient retrofit program for low income housing;
- ▶ supporting training programs and enhancing access to post-secondary education, to benefit, among others, aboriginal Canadians;
- ▶ affordable housing, including housing for aboriginal Canadians; and,
- ▶ foreign aid.

Otherwise, the authority must be given by Parliament as stated in the *Financial Administration Act*.

Bill C-20, *An Act to provide for real property taxation powers of first nations, to create a First Nations Tax Commission, First Nations Financial Management Board, First Nations Finance Authority and First Nations Statistical Institute and to make consequential amendments to other Acts* received Royal Assent on March 23, 2005. The First Nations Statistical Institute will be a non-agent Crown corporation governed by Part X of the *Financial Administration Act* (FAA) unless directed otherwise and has a mandate to strengthen the first nations' statistical capacity. The First Nations Statistical Institute will be fully operational by April 2006.

### Policy Changes Affecting Crown Corporations

The amended *Communications Policy of the Government of Canada*, took effect on November 29, 2004, and is to ensure that communications across the Government of Canada are well co-ordinated, effectively managed and responsive to the diverse information needs of the public. In accordance with Schedule III (Parts I and II) of the FAA, Crown corporations are encouraged to apply this policy's principles to their own communications management processes.

### 2005 Report of The Auditor General of Canada

The 2005 Auditor General's Report included a chapter covering the governance of Crown corporations. The Report made many recommendations such as clarifying the relationship between key players (e.g. Boards and responsible Ministers), ensuring that the government's expectations of the corporation are publicly communicated, and ensuring that mechanisms are in place to deal with complaints and concerns from interested parties.

The government's response to the recommendations noted that many of the issues raised by the Report were being addressed in the context of the *Review of the Governance Framework of Canada's Crown Corporations* and that the government remained committed to strengthening the governance of Crown corporations.

## 2005 Crown Corporations Governance Review

Launched in February 2004, the *Review of the Governance Framework for Canada's Crown Corporations* is one of a series of initiatives to strengthen accountability and transparency across the federal public sector.

The Review studied both private and public sector trends, and identified 31 measures to be implemented. These measures are aimed at:

- ▶ Clarifying the relationship between Ministers and Crown corporations;
- ▶ Clarifying the accountability regimes of Crown corporations;
- ▶ Making the appointment process more transparent;
- ▶ Bringing the governance of Crown corporations in line with reforms in the private sector;
- ▶ Strengthening the audit regimes in Crown corporations; and
- ▶ Making the activities and operations of Crown corporations more transparent.

Since the tabling of the Review in February 2005, action was taken to implement the measures outlined, through a combination of legislative changes, regulations, policies, guidelines and discussions. Seven of the 31 measures are now completely implemented and the rest are well advanced.

For example, on August 31, 2005, by Order in Council, the following ten Crown corporations (previously falling outside the provisions of the *Access to Information Act*) were brought under the Act:

- ▶ Canada Development Investment Corporation;
- ▶ Canadian Race Relations Foundation;
- ▶ Cape Breton Development Corporation;
- ▶ Cape Breton Growth Fund Corporation;
- ▶ Enterprise Cape Breton Corporation;
- ▶ Marine Atlantic Inc.;
- ▶ Old Port of Montreal Corporation Inc.;
- ▶ Parc Downsview Park Inc.;
- ▶ Queens Quay West Land Corporation; and
- ▶ Ridley Terminals Inc.

The only Crown corporations currently not falling under the *Access to Information Act* are those whose operations are deemed to be commercially competitive and would be unduly disadvantaged by having to disclose certain information. Nevertheless, discussions are underway to bring these remaining Crown corporations<sup>5</sup> under the Act.

In addition, Crown corporations are, wherever possible, already voluntarily implementing the Governance Review measures, without waiting for legislation that will force them to comply. Nonetheless, additional legislative action will be required to fully implement the Review.

## Special Examinations

Presently, pursuant to section 138 of the *Financial Administration Act* (FAA), every five years each Crown corporation that falls under the provisions of the FAA is required to be the subject of a special examination.<sup>6</sup> The objective of this exam, usually conducted by the external auditor of the corporation (typically the Auditor General of Canada), is to determine if, in the period under examination, the financial control and information systems were maintained, and management practices were conducted in a manner that provided reasonable assurance that the assets of the corporation and each subsidiary were safeguarded, controlled, managed economically and efficiently, and that the operations of the subsidiary were carried out effectively.

During the fiscal year 2003–04, the Auditor General (unless indicated otherwise) carried out the following special examinations of Crown corporations:

- ▶ Canada Development Investment Corporation (joint auditor);
- ▶ Canada Mortgage and Housing Corporation (joint auditor);
- ▶ Canada Pension Plan Investment Board (Deloitte & Touche LLP);
- ▶ Canada Post Corporation (Deloitte & Touche LLP);
- ▶ Cape Breton Development Corporation;
- ▶ Defence Construction (1951) Limited;
- ▶ Federal Bridges Corporation Limited;
- ▶ Pacific Pilotage Authority; and
- ▶ VIA Rail Canada Inc.

5. These are: VIA Rail Canada Inc., National Arts Centre Corporation, Canada Broadcasting Corporation, Export Development Canada, Canada Post Corporation, Atomic Energy of Canada Limited and the Public Sector Pension Investment Board. The Canada Pension Plan Investment Board is also subject of federal-provincial consultations.

6. For some Crown corporations such as the Canada Pension Plan Investment Board and the Public Sector Investment Board, which are exempt from Part X of the *Financial Administration Act*, their constituent acts require special examinations only once every six years.

Through the fiscal year 2004–05 nine special examination of Crown corporations were carried out by the Auditor General:

- ▶ Business Development Bank of Canada (joint auditor);
- ▶ Canada Commercial Corporation;
- ▶ Canada Deposit Insurance Corporation;
- ▶ Enterprise Cape Breton Corporation;
- ▶ Export Development Canada;
- ▶ Freshwater Fish Marketing Corporation;
- ▶ Marine Atlantic Inc.;
- ▶ National Museum of Science and Technology; and
- ▶ Standards Council of Canada.

## Overall Crown Corporation Performance

The *Financial Administration Act* requires that employment and financial data, including aggregate borrowings of parent Crown corporations, be included in this report.

Accordingly, this section of the Overview provides a summary of overall performance by Crown corporations, including the following data:

- ▶ employment;
- ▶ assets;
- ▶ budgetary appropriations; and
- ▶ debt obligations.

At the end of this section, two exhibits provide a summary view of all Crown corporations:

- ▶ Exhibit 8 shows each corporation's employment and financial position; and
- ▶ Exhibit 9 provides information about each corporation's operating results and financing.

Specific information about individual Crown corporations may be found in the Corporate Profiles chapter of this report, as well as in the respective annual reports and corporate plan summaries of the Crown corporations.

A glossary of the financial and employment terms used in this report is provided at the end of this section.

The exhibits presented in this report, as well as all calculations, are based on actual figures. Results of the calculations are rounded for ease of presentation.

Where Crown corporations have re-stated financial data for previous years, readers should be aware that the data in this report reflect only those changes that correct errors from previous years. Amendments may have been made by some corporations in their own documents as a result of changes in their accounting policies that have been applied retroactively to financial statements from previous years. This report and the database of financial information on which it is based do not reflect these amendments.

For Crown corporations with fiscal years ending on or after July 31, 2005, this report shows their financial data for the fiscal year ending in 2004. Accordingly, for the Canadian Dairy Commission and the National Arts Centre Corporation, this report covers the period ending July 31, 2004, and August 31, 2004, respectively. All of the other corporations' data are for their respective 2004 or 2004–05 fiscal years.

## Employment

Employment by Crown corporations has been increasing over the last five-year period.

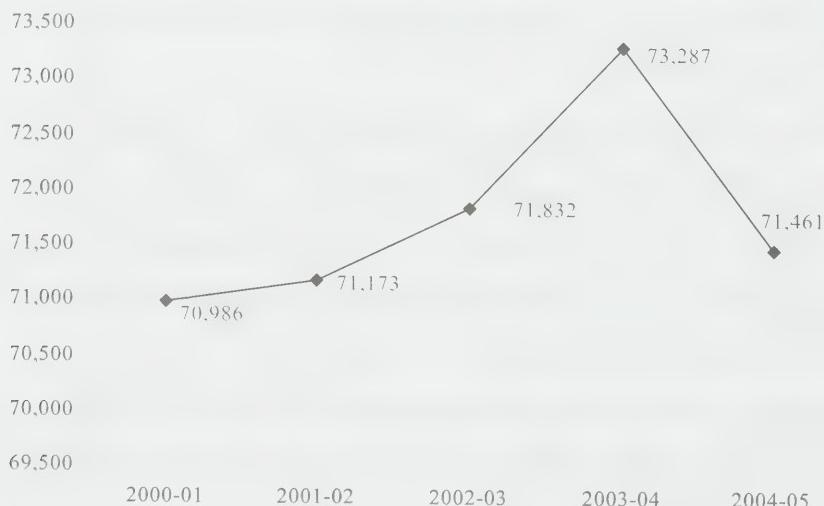
Notably, the annual reports of five Crown corporations, the Canadian Broadcasting Corporation, the Canadian Race Relations Foundation, the Freshwater Fish Marketing Corporation, Ridley Terminals Inc., and Telefilm Canada, were not tabled in Parliament in sufficient time to allow their inclusion in this report. Last year, these Crown corporations accounted for 11.0 per cent of total employment with 7,892 employees.

Of the 41 Crown corporations whose employment information is included in this year's report, a significant increase of 9.2 per cent over last year's employment figures for the same corporations was noted. The largest fluctuations occurred for:

- ▶ Canada Post Corporation—increase of 5,601 employees (12 per cent);
- ▶ Royal Canadian Mint—increase of 201 employees (43 per cent);
- ▶ Bank of Canada—increase of 69 employees (7 per cent); and
- ▶ Canadian Tourism Commission—decrease of 25 employees (15 per cent).

Exhibit 2 shows the changing trend over the last five years. Note that the decrease in employment in 2004–05 is artificial, as the figure reported does not include employment for five Crown corporations whose data could not be included.

**Exhibit 2: Employment in Crown Corporations, 2000–01 to 2004–05**



**Note:** Data for 2004–05 exclude the Canadian Broadcasting Corporation, the Canadian Race Relations Foundation, the Freshwater Fish Marketing Corporation, Ridley Terminals Inc., and Telefilm Canada.

## Assets

Again, since the annual reports of five Crown corporations were not tabled in Parliament in sufficient time to allow their inclusion in this report, the data are incomplete. Last year, the assets of these five Crown corporations totalled \$1,784 million and accounted for 2 per cent of total assets.

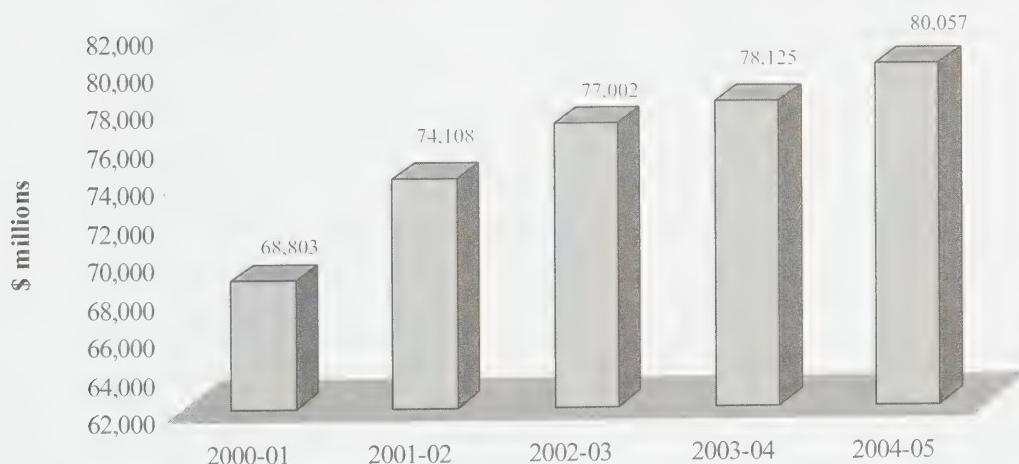
Despite the omission of these five Crown corporations from this report, total assets increased by \$1,932 million or 2.5 per cent. The total assets of the 41 Crown corporations included in this year's report increased by \$3,716 million or 4.9 per cent when compared with the same 41 corporations last year. The largest fluctuations in assets were noted for:

- ▶ Canada Mortgage and Housing Corporation—\$1,704 million increase (7 per cent);
- ▶ Farm Credit Canada—\$1,190 million increase (12 per cent);
- ▶ Business Development Bank of Canada—\$635 million increase (7 per cent); and
- ▶ Export Development Canada—\$365 million decrease (2 per cent).

Five Crown corporations accounted for 91 per cent of the total assets reported in 2004–05: Canada Mortgage and Housing Corporation, Export Development Canada, Farm Credit Canada, Business Development Bank of Canada, and Canada Post Corporation. The same five corporations accounted for 89 per cent of the total assets in the previous year.

Exhibit 3 demonstrates the fluctuations in the value of Crown corporations' assets over the last five years.

**Exhibit 3: Total Assets of Crown Corporations, 2000–01 to 2004–05**



**Note:** Data for 2004–05 exclude the Canadian Broadcasting Corporation, the Canadian Race Relations Foundation, the Freshwater Fish Marketing Corporation, Ridley Terminals Inc., and Telefilm Canada.

## Budgetary Appropriations

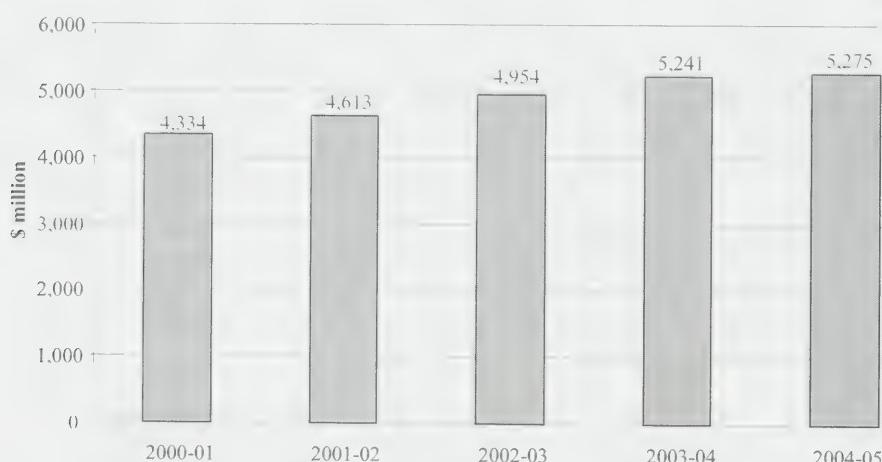
An increase in parliamentary funding for capital and operating purposes brought total budgetary appropriations to \$5,275 million in 2004–05. The additional \$34 million represents a 0.6 per cent increase from the previous year.

The largest fluctuations were noted for the budgetary appropriations for:

- ▶ Canadian Air Transport Security Authority—\$152 million increase (43 per cent); and
- ▶ VIA Rail Canada Inc.—\$66 million decrease (25 per cent).

Total budgetary appropriations for the five-year period from 2000–01 to 2004–05 are shown in Exhibit 4. Unlike other exhibits in this section, the reported figures include all Crown corporations, as budgetary appropriations are disclosed in the Main and Supplementary Estimates of the Government of Canada.

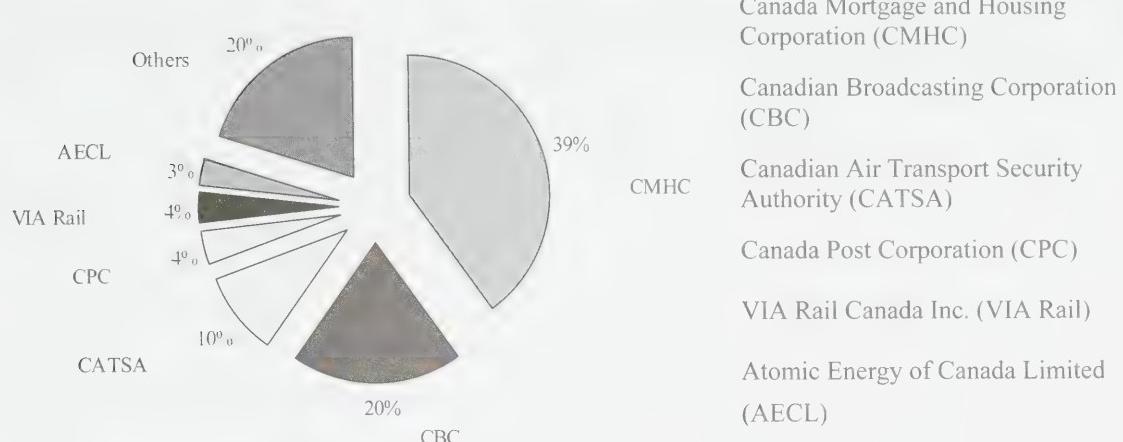
**Exhibit 4: Total Budgetary Appropriations, 2000–01 to 2004–05**



Six Crown corporations accounted for 80 per cent of the total funding received by Crown corporations from appropriations. These were the Canada Mortgage and Housing Corporation (CMHC), the Canadian Broadcasting Corporation, the Canadian Air Transport Security Authority, Canada Post Corporation, VIA Rail Canada Inc., and Atomic Energy of Canada Limited. For CMHC, which was the largest recipient, 95 per cent of the appropriations flow to assist Canadians with their housing needs.

Exhibit 5 provides a summary view of the 2004–05 recipients of budgetary appropriations.

## Exhibit 5: Recipients of 2004–05 Budgetary Appropriations



## Debt Obligations

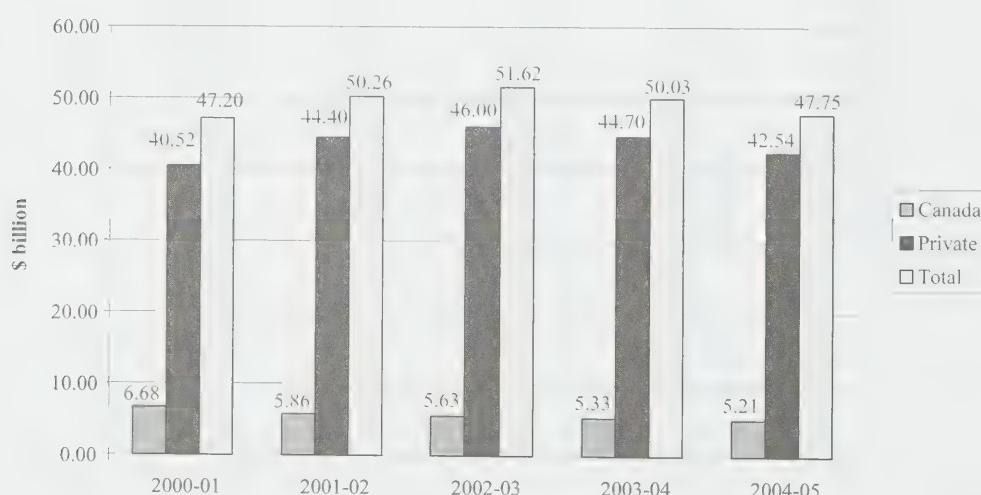
Total debt obligations, consisting of debts payable to Canada and to the private sector, for the 41 Crown corporations whose information is included in this report, decreased by 3.7 per cent, to \$47.75 billion in 2004–05 from \$49.58 billion in the previous year. Both borrowings from Canada and borrowings from private lenders decreased by 3.9 per cent and 2.3 per cent respectively.

Significant changes in total debt obligations were noted for:

- ▶ Export Development Canada—\$1.78 billion decrease (10 per cent)
- ▶ Canada Mortgage and Housing Corporation—\$1.17 billion increase (8 per cent)
- ▶ Farm Credit Canada—\$0.972 billion increase (11 per cent)

Exhibit 6 shows the debt payable to Canada, the debt incurred in private markets, as well as the total debt obligations over the last five years. Readers should again note that 2004–05 does not include the appropriations of the five Crown corporations whose annual reports were not tabled in Parliament in sufficient time to allow their inclusion in this year's report.

**Exhibit 6: Total Debt Obligations of Crown Corporations, 2000–01 to 2004–05**

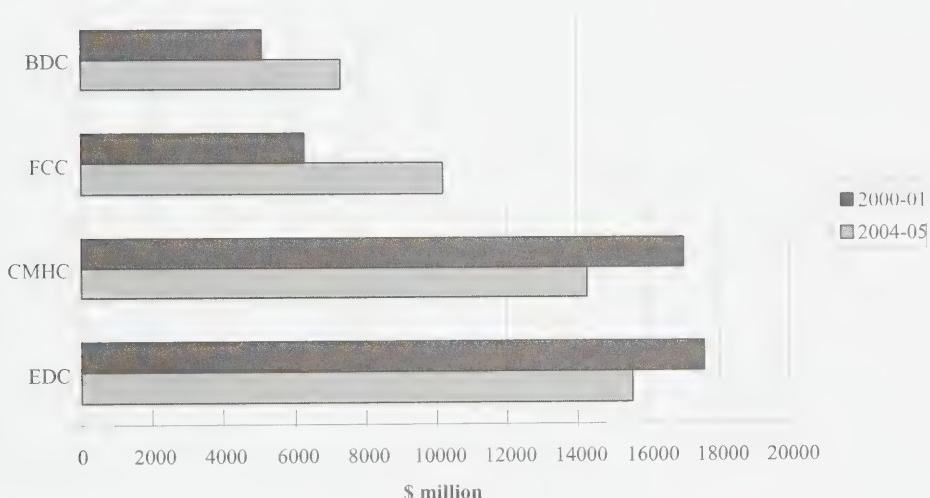


**Note:** Data for 2004-05 exclude the Canadian Broadcasting Corporation, the Canadian Race Relations Foundation, the Freshwater Fish Marketing Corporation, Ridley Terminals Inc., and Telefilm Canada.

The four largest debtors in 2004–05 were Export Development Canada, the Canada Mortgage and Housing Corporation, Farm Credit Canada, and the Business Development Bank of Canada. Their debt obligations represent 32.6, 29.8, 21.3, and 15.3 per cent respectively of the total debt obligations of the 41 Crown corporations included in this year’s report. The same Crown corporations were also the four largest debtors in 2003–04.

Exhibit 7 presents the respective debt loads of the four largest debtors in 2004–05 compared to 2000–01.

**Exhibit 7: Comparison of Largest Debtors in 2004–05 with 2000–01**



## Glossary of Financial and Employment Terms Used in This Report

All financial data are extracted from the Crown corporations' audited financial statements for the recent fiscal year. Certain values are adjusted to apply consistently the definitions that follow. Items are listed in the order in which they appear in the summary exhibits.

**Total assets** represents all assets reported by the corporation in its audited financial statements.

**Long-term liabilities** represents all long-term liabilities reported by the corporation in its audited financial statements, including deferred capital funding.

**Equity** represents the equity of Canada. For some corporations, the excess of assets over liabilities is not deemed to be equity of Canada because of the nature of their operations (e.g. marketing boards).

**Employment** represents the number of full-time employees obtained from sources such as an annual report, financial statements, or a corporate plan and is as at the fiscal year-end of the Crown corporation. The figure includes the full-time staff and others employed outside of Canada by the parent corporation and its wholly owned subsidiaries. The exceptions are data for the Canada Development Investment Corporation, which relate to the parent corporation only, and data for the four pilotage authorities, which include contract pilots.

**Net income** represents after-tax income, where applicable, and any extraordinary items. It includes parliamentary appropriations where the corporation has included these in the computation of net income. In some cases, net income is the “excess of parliamentary appropriations over cost of operations” or “excess of proceeds over expenditures.” A negative net income (i.e. a net loss) is shown in parentheses.

**Borrowings from the private sector** include short- and long-term borrowings, capital leases, and any other debt-like instruments. For the marketing corporations (the Canadian Dairy Commission and the Freshwater Fish Marketing Corporation), loans may include payments accruing to dairy producers and fishers.

**Borrowings from Canada** include short- and long-term borrowings, advances from the Government of Canada for working capital or other purposes, and other debt-like instruments.

**Budgetary appropriations** refers to parliamentary funding for capital and operating purposes. The amounts exclude grants and contributions paid to Crown corporations where they qualify as members of a general class of recipients. Budgetary appropriations increase the expenditures of Canada and thus have a direct impact on the amount of the government's surplus or deficit.

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**Dividends** represents those declared by the corporation during its fiscal year. This figure includes cash recoveries by Canada (where applicable) and other types of payments or contributions made to Canada (excluding repayments of debt-like instruments). Dividends may be paid by the corporation to the Government of Canada before or after the corporation's year-end.

**Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio**  
**(as of year-ends before July 31, 2005; \$ million) \***

<b>Corporation by Ministerial Portfolio</b>	<b>Financial Position</b>				<b>Employ- ment</b>
	<b>Total Assets</b>	<b>Current Liabilities</b>	<b>Long-term Liabilities</b>	<b>Equity <sup>a</sup></b>	
Canadian Dairy Commission	167.6	167.6	0.0	0.0	61
Farm Credit Canada	11,405.0	4,536.4	5,784.0	1,084.5	1,030
<b>Total Agriculture and Agri-Food</b>	<b>11,572.6</b>	<b>4,704.0</b>	<b>5,784.0</b>		<b>1,091</b>
Cape Breton Growth Fund Corporation <sup>b</sup>	69.1	1.6	0.0	67.5	3
Enterprise Cape Breton Corporation	28.1	16.4	0.5	11.1	47
<b>Total Atlantic Canada Opportunities Agency</b>	<b>97.2</b>	<b>18.1</b>	<b>0.5</b>		<b>50</b>
Canada Council for the Arts	304.8	29.4	4.9	201.9	191
Canadian Broadcasting Corporation	--	--	--	--	--
Canadian Museum of Civilization	355.5	21.4	289.1	45.0	376
Canadian Museum of Nature	110.2	40.2	75.0	(5.3)	172
Canadian Race Relations Foundation	--	--	--	--	--
National Arts Centre Corporation	43.8	19.1	23.4	1.2	259
National Capital Commission	669.9	27.7	34.3	608.0	453
National Gallery of Canada	119.2	8.2	107.1	3.8	265
National Museum of Science and Technology	64.8	7.0	48.2	9.6	230
Telefilm Canada	--	--	--	--	--
<b>Total Canadian Heritage</b>	<b>1,668.3</b>	<b>153.0</b>	<b>582.1</b>		<b>1,946</b>
Bank of Canada <sup>c</sup>	46,730.8	44,240.6	0.0	30.0	1,128
Canada Deposit Insurance Corporation	1,347.5	7.8	551.2	788.5	79
Canada Development Investment Corporation	71.7	4.6	15.3	51.8	0
Canada Pension Plan Investment Board <sup>c</sup>	59,028.6	207.0	241.8	0.0	101
<b>Total Finance</b>	<b>1,419.2</b>	<b>12.5</b>	<b>566.5</b>		<b>1,308</b>
Freshwater Fish Marketing Corporation	--	--	--	--	--
<b>Total Fisheries and Oceans</b>	<b>--</b>	<b>--</b>	<b>--</b>		<b>--</b>
International Development Research Centre	57.4	26.7	17.3	13.4	354
<b>Total Foreign Affairs</b>	<b>57.4</b>	<b>26.7</b>	<b>17.3</b>		<b>354</b>
Business Development Bank of Canada	9,445.2	3,598.5	4,277.1	1,569.6	1,455
Canadian Tourism Commission	51.3	45.1	8.1	(1.9)	139
Standards Council of Canada	6.5	3.1	1.0	2.3	90
<b>Total Industry</b>	<b>9,503.0</b>	<b>3,646.7</b>	<b>4,286.3</b>		<b>1,684</b>
Canada Lands Company Limited	343.7	32.9	70.2	240.6	336
Old Port of Montreal Corporation Inc. <sup>d</sup>	19.9	4.8	14.2	0.9	153
Parc Downsview Park Inc. <sup>e</sup>	20.4	2.9	1.1	16.4	30
Queens Quay West Land Corporation	3.9	31.4	0.0	(27.6)	0
<b>Total Infrastructure and Communities</b>	<b>387.9</b>	<b>72.0</b>	<b>85.6</b>		<b>519</b>

\* Notes are at the end of Exhibit 9

**Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio**  
 (as of year-ends before July 31, 2005; \$ million) *[continued]*

Corporation by Ministerial Portfolio	Financial Position				Employ- ment
	Total Assets	Current Liabilities	Long-term Liabilities	Equity <sup>a</sup>	
Canadian Commercial Corporation	350.1	310.0	1.0	39.1	94
Export Development Canada	20,750.0	3,882.0	13,391.0	3,477.0	996
<b>Total International Trade</b>	<b>21,100.1</b>	<b>4,192.0</b>	<b>13,392.0</b>		<b>1,090</b>
Canada Mortgage and Housing Corporation	26,672.0	9,131.0	14,115.0	3,426.0	1,814
<b>Total Labour and Housing</b>	<b>26,672.0</b>	<b>9,131.0</b>	<b>14,115.0</b>		<b>1,814</b>
Canada Post Corporation	4,314.0	1,092.0	1,955.0	1,254.0	52,397
Royal Canadian Mint	168.8	45.2	26.5	97.0	672
<b>Total National Revenue</b>	<b>4,482.8</b>	<b>1,137.2</b>	<b>1,981.5</b>		<b>53,069</b>
Atomic Energy of Canada Limited	863.2	163.8	2,930.4	(2,231.0)	3,221
Cape Breton Development Corporation	27.7	60.3	414.0	(446.6)	24
<b>Total Natural Resources</b>	<b>890.9</b>	<b>224.1</b>	<b>3,344.5</b>		<b>3,245</b>
Defence Construction (1951) Limited	12.8	3.6	5.3	3.9	405
<b>Total Public Works and Government Services</b>	<b>12.8</b>	<b>3.6</b>	<b>5.3</b>		<b>405</b>
Atlantic Pilotage Authority	8.6	1.8	0.8	6.0	83
Blue Water Bridge Authority	178.7	5.5	105.9	67.3	75
Canadian Air Transport Security Authority	626.5	171.2	437.0	18.2	181
Federal Bridge Corporation Limited, The	195.2	6.2	133.7	55.3	75
Great Lakes Pilotage Authority	4.6	4.7	3.0	(3.1)	79
Laurentian Pilotage Authority	12.3	14.7	2.0	(4.5)	212
Marine Atlantic Inc.	245.1	29.9	203.8	11.3	919
Pacific Pilotage Authority	11.0	4.8	1.1	5.1	160
Ridley Terminals Inc.	--	--	--	--	--
VIA Rail Canada Inc.	911.4	94.6	692.2	124.6	3,027
<b>Total Transport</b>	<b>2,193.3</b>	<b>333.5</b>	<b>1,579.6</b>		<b>4,811</b>
Public Sector Pension Investment Board <sup>c</sup>					75
Public Service Pension Plan Account	13,982.3	7.0	0.0	0.0	
Canadian Forces Pension Plan Account	3,965.5	4.1	0.0	0.0	
Royal Canadian Mounted Police Pension Plan Account	1,425.8	1.5	0.0	0.0	
<b>Total Treasury Board</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>		<b>75</b>
<b>Grand Total</b>	<b>80,057.4</b>	<b>23,654.5</b>	<b>45,740.0</b>		<b>71,461</b>

**Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio**  
**(as of year-ends before July 31, 2005; \$ million) \***

Corporation by Ministerial Portfolio	Financing				
	Net Income <sup>a</sup>	Changes to Net Borrowings		Budgetary Appropriations	
		Private Sector	Canada	Appropriations	Dividends
Canadian Dairy Commission	1.3	(10.3)	69.6	3.5	0.0
Farm Credit Canada	118.0	971.7	0.0	0.0	0.0
<b>Total Agriculture and Agri-Food</b>		<b>961.4</b>	<b>69.6</b>	<b>3.5</b>	<b>0.0</b>
Cape Breton Growth Fund Corporation <sup>b</sup>	(4.5)	0.0	0.0	0.0	0.0
Enterprise Cape Breton Corporation	4.9	0.0	0.0	12.6	0.0
<b>Total Atlantic Canada Opportunities Agency</b>		<b>0.0</b>	<b>0.0</b>	<b>12.6</b>	<b>0.0</b>
Canada Council for the Arts	10.1	0.0	0.0	152.1	0.0
Canadian Broadcasting Corporation	--	--	--	--	--
Canadian Museum of Civilization	0.5	0.0	0.0	98.6	0.0
Canadian Museum of Nature	(0.3)	(0.2)	0.0	61.6	0.0
Canadian Race Relations Foundation	--	--	--	--	--
National Arts Centre Corporation	0.1	0.0	0.0	30.2	0.0
National Capital Commission	(22.5)	0.0	0.0	101.7	0.0
National Gallery of Canada	0.1	0.0	0.0	45.4	0.0
National Museum of Science and Technology	(0.7)	0.0	0.0	30.6	0.0
Telefilm Canada	--	--	--	--	--
<b>Total Canadian Heritage</b>		<b>(0.2)</b>	<b>0.0</b>	<b>520.2</b>	<b>0.0</b>
Bank of Canada <sup>c</sup>	1,701.0	575.9	0.0	0.0	1,701.0
Canada Deposit Insurance Corporation	107.9	0.0	0.0	0.0	0.0
Canada Development Investment Corporation	106.3	0.0	0.0	0.0	114.0
Canada Pension Plan Investment Board <sup>c</sup>	4,982.2	0.0	0.0	0.0	0.0
<b>Total Finance</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>114.0</b>
Freshwater Fish Marketing Corporation	--	--	--	--	--
<b>Total Fisheries and Oceans</b>		--	--	--	--
International Development Research Centre	2.3	0.0	0.0	116.1	0.0
<b>Total Foreign Affairs</b>		<b>0.0</b>	<b>0.0</b>	<b>116.1</b>	<b>0.0</b>
Business Development Bank of Canada	113.5	107.2	0.0	0.0	12.4
Canadian Tourism Commission	(0.7)	0.0	0.0	84.5	0.0
Standards Council of Canada	(0.0)	0.0	0.0	6.9	0.0
<b>Total Industry</b>		<b>107.2</b>	<b>0.0</b>	<b>91.5</b>	<b>12.4</b>
Canada Lands Company Limited	13.3	(3.7)	(2.9)	0.0	5.0
Old Port of Montreal Corporation Inc. <sup>d</sup>	(0.3)	0.0	0.0	15.8	0.0
Parc Downsview Park Inc. <sup>e</sup>	(2.0)	0.0	0.0	0.0	0.0
Queens Quay West Land Corporation	0.5	0.0	0.0	4.0	0.0
<b>Total Infrastructure and Communities</b>		<b>(3.7)</b>	<b>(2.9)</b>	<b>19.8</b>	<b>5.0</b>

\* Notes are at the end of Exhibit 9

**Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio**  
**(as of year-ends before July 31, 2005; \$ million) [continued]**

Corporation by Ministerial Portfolio	Financing				
	Changes to Net Borrowings				
	Net Income <sup>a</sup>	Private Sector	Canada	Budgetary Appropriations	Dividends
Canadian Commercial Corporation	(0.9)	0.0	0.0	16.4	0.0
Export Development Canada	1,242.0	(1,780.0)	0.0	0.0	0.0
<b>Total International Trade</b>		<b>(1,780.0)</b>	<b>0.0</b>	<b>16.4</b>	<b>0.0</b>
Canada Mortgage and Housing Corporation	950.0	(986.0)	(187.0)	2,107.0	0.0
<b>Total Labour and Housing</b>		<b>(986.0)</b>	<b>(187.0)</b>	<b>2,107.0</b>	<b>0.0</b>
Canada Post Corporation	147.0	(16.0)	0.0	203.5	63.0
Royal Canadian Mint	11.1	(4.6)	0.0	0.0	0.0
<b>Total National Revenue</b>		<b>(20.6)</b>	<b>0.0</b>	<b>203.5</b>	<b>63.0</b>
Atomic Energy of Canada Limited	(1,840.9)	0.0	(1.0)	162.8	0.0
Cape Breton Development Corporation	(8.7)	0.0	0.0	60.2	0.0
<b>Total Natural Resources</b>		<b>0.0</b>	<b>(1.0)</b>	<b>223.0</b>	<b>0.0</b>
Defence Construction (1951) Limited	1.0	0.0	0.0	0.0	0.0
<b>Total Public Works and Government Services</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Atlantic Pilotage Authority	0.4	0.0	0.0	0.0	0.0
Blue Water Bridge Authority	6.6	(2.0)	0.0	0.0	0.0
Canadian Air Transport Security Authority	2.9	0.0	0.0	503.7	0.0
Federal Bridge Corporation Limited, The	0.5	0.6	0.0	32.1	0.0
Great Lakes Pilotage Authority	(2.1)	0.0	0.0	0.0	0.0
Laurentian Pilotage Authority	(3.4)	(0.2)	0.0	0.0	0.0
Marine Atlantic Inc.	8.9	0.0	0.0	62.6	0.0
Pacific Pilotage Authority	(0.6)	(0.3)	0.0	0.0	0.0
Ridley Terminals Inc.	--	--	--	--	--
VIA Rail Canada Inc.	21.7	0.0	0.0	197.6	0.0
<b>Total Transport</b>		<b>(1.8)</b>	<b>0.0</b>	<b>796.0</b>	<b>0.0</b>
Public Sector Pension Investment Board <sup>c</sup>	944.3	0.0	0.0	0.0	0.0
Public Service Pension Plan Account	271.3	0.0	0.0	0.0	0.0
Canadian Forces Pension Plan Account	97.4	0.0	0.0	0.0	0.0
Royal Canadian Mounted Police Pension Plan Account		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Treasury Board</b>		<b>(1,723.7)</b>	<b>(121.2)</b>	<b>4,109.6</b>	<b>194.4</b>
<b>Grand Total</b>					

## Notes for Exhibits 8 and 9

- a. This column is not totalled because the information is not reported in a consistent manner.
- b. The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed to report as a parent Crown corporation.
- c. Financial data for the Bank of Canada, the Canada Pension Plan Investment Board, and the Public Sector Pension Investment Board are provided for information, but are not included in the totals due to the unique nature of their operations.
- d. The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.
- e. Parc Downsview Park Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporations.

### **III. Crown Corporations' Corporate Holdings**

This chapter presents statistical information on Crown corporations and their corporate holdings as of August 31, 2005. Readers should note however that the information in the rest of the report, unless otherwise noted, is as of the financial year-ends of the corporations prior to July 31, 2005.

The information is provided in three parts:

**Statistical Summary** shows the number of parent Crown corporations and their subsidiaries, legal partnerships and associates on a comparative basis with those of the previous year.

**Changes During the Year** shows the changes that occurred with regard to parent Crown corporations and their subsidiaries, legal partnerships and associates between August 31, 2004 and August 31, 2005.

**Crown Corporations' Corporate Holdings** presents a comprehensive list of parent Crown corporations and their subsidiaries, legal partnerships and associates.

## Statistical Summary

### Number of Parent Crown Corporations, Their Wholly Owned Subsidiaries, and Other Subsidiaries, Associates and Legal Partnerships (as of August 31)

	<b>2005</b>	<b>2004</b>
Parent Crown Corporations	43	43
Wholly Owned Subsidiaries (100%)	36	25
Other Subsidiaries, Associates and Legal Partnerships	53	36

## Changes During the Year

### Canadian Broadcasting Corporation

#### Subsidiary held at 100%

- Country Canada Deleted

### Public Sector Pension Investment Board

#### Subsidiaries held at 100%

- 4237986 Canada Inc. Added
- Emerald Private Investments Inc. Added
- Galvaude Private Investments Inc. Added
- Merasheen Private Investments Inc. Added
- Nova Scarlet Private Investments Inc. Added
- Nova Synapse Private Investments Inc. Added
- Port-aux-Choix Private Investments Inc. Added
- PSPIB Ambiance L.P. Inc. Added
- PSPIB Cross Inc. Added
- PSPIB Finance Inc. Added
- PSPIB Realty Holdings U.S. LP and its subsidiaries
  - PSPIB Realty Holdings Inc. (.01%) Added
  - PSPIB Realty International Inc. (99.99%) and its subsidiaries
    - PSPIB-Albion Inc. (100%) Added
    - PSPIB-Europe Inc. (100%) Added
    - PSPIB-LEI Inc. (100%) Added
    - PSPIB-Newbury G.P. Inc. (100%) Added
    - PSPIB-Newbury L.P. Inc. (100%) Added
    - PSPIB Realty Canada Inc. (100%) and its subsidiaries
      - PSPIB Ambiance G.P. Inc. (100%) Added
      - PSPIB-BV Inc. (100%) and its subsidiary Added

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• PSPIB-BV G.P. Inc. (100%)	Added
• PSPIB St-Michel Locataire Inc. (100%)	Added
• PSPIB St-Michel Propriétaire Inc. (100%)	Added
• PSPIB Realty U.S. Inc. (100%)	Added
• PSPIB-Restar Inc. (100%)	Added
• PSPIB-Star Inc. (100%)	Added
• PSPIB U.S. Nominee Inc. (100%)	Added
• PSPIB-SW G.P. Inc.	Added
• PSPIB-SW L.P. Inc.	Added
• Tidal Reach Investments Inc.	Added

## Crown Corporations' Corporate Holdings

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### **1. Atlantic Pilotage Authority**

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### **2. Atomic Energy of Canada Limited**

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**Subsidiaries held at 100%**

- AECL Technologies B.V.
  - AECL Technologies Inc.
- 

### **3. Bank of Canada**

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### **4. Blue Water Bridge Authority**

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### **5. Business Development Bank of Canada**

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### **6. Canada Council for the Arts**

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### **7. Canada Deposit Insurance Corporation**

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### **8. Canada Development Investment Corporation**

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**Subsidiaries held at 100%**

- Canada Eldor Inc.
  - Canada Hibernia Holding Corporation and its associate
    - Hibernia Management and Development Company Ltd. (8.5%)
- 

### **9. Canada Lands Company Limited**

---

**Subsidiaries held at 100%**

- Canada Lands Company CLC Limited
  - Old Port of Montreal Corporation Inc.<sup>a</sup>
  - Parc Downsview Park Inc.<sup>b</sup>
- 

### **10. Canada Mortgage and Housing Corporation**

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### **11. Canada Pension Plan Investment Board**

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**Subsidiaries held at 100%**

- CPP Investment Board Private Holdings Inc.
  - CPP Investment Board Real Estate Holdings Inc.
-

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## **12. Canada Post Corporation**

### **Subsidiaries held at 100%**

- 2875039 Canada Limited (100%) and its subsidiary
  - Purolator Holdings Ltd. (82.42%) and its subsidiaries
    - 964102 Ontario Inc. (100%)
    - Purolator Courier Ltd. (100%) and its subsidiaries
      - Canadian Teleservices Corporation (100%)
      - Distribution Management Services Inc. (100%)
      - Purolator Customs Services Ltd. (100%)
      - Purolator Holdings U.S. Ltd. (100%) and its subsidiary
        - Purolator Courier U.S. Ltd. (100%)
        - Purolator Trade Solutions Ltd. (51%)
        - Supercourier (1987) Ltd. (100%)
- 2875047 Canada Limited (100%)
- 3906949 Canada Inc. (100%) and its subsidiaries
  - Intelcom Courier Canada Inc. (50%) and its subsidiary
    - Progistix-Solutions Inc. (2.63%)
  - Progistix-Solutions Inc. (97.37%) and its subsidiary
    - Assured Logistics Inc. (100%)
- Canada Post International Limited (100%) and its subsidiary
  - Nieuwe Post Nederlandse Antillen N.V. (100%)
- EPO Holdings Inc. (100%) and its subsidiary
  - EPO Inc. (100%)

### **Subsidiaries held at 50 to 99%**

- Innovapost Inc. (51%)

### **Associates held at less than 50%**

- Co-operative Vereniging International Post Corporation U.A. (6.1%) and its subsidiaries
  - IPC Technology S.C. (96%)
  - IPC Unipost S.C. (96%)
- Purolator Holdings Ltd. (10.19%)

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## **13. Canadian Air Transport Security Authority**

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## **14. Canadian Broadcasting Corporation**

### **Associates held at less than 50%**

- ARTV (37%)
  - Cable North Microwave Limited (1 share)
  - Look Communications Inc.<sup>c</sup> (.24%)
  - Master FM Limited (20%)
  - The Canadian Documentary Channel (29%)
  - TV5 Monde (6.7%)
  - Visnews Limited (1 share)
- 

## **15. Canadian Commercial Corporation**

## **16. Canadian Dairy Commission**

## **17. Canadian Museum of Civilization**

## **18. Canadian Museum of Nature**

## **19. Canadian Race Relations Foundation**

## **20. Canadian Tourism Commission**

## **21. Cape Breton Development Corporation**

## **22. Defence Construction (1951) Limited**

## **23. Enterprise Cape Breton Corporation**

### **Subsidiaries held at 100%**

- Cape Breton Growth Fund Corporation<sup>d</sup>
- Cape Breton Marine Farming Limited<sup>e</sup>
- DARR (Cape Breton) Limited
- Gulf Bras D'Or Estates Limited

### **Associates held at less than 50%**

- Bell Bay Golf Developments Incorporated
  - Jackmen Development Limited
  - Lynnwood Inn Limited
  - Silver Screen Star Limited
- 

## **24. Export Development Canada**

### **Subsidiary held at 100%**

- Exinvest Inc.
- 

## **25. Farm Credit Canada**

## **26. Federal Bridge Corporation Limited, The**

### **Subsidiaries held at 100%**

- Jacques Cartier and Champlain Bridges Incorporated, The
- Seaway International Bridge Corporation, Ltd., The

### **Subsidiary held at 50 to 99%**

- St. Mary's River Bridge Company
- 

## **27. Freshwater Fish Marketing Corporation**

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**28. Great Lakes Pilotage Authority**

---

**29. International Development Research Centre**

---

**30. Laurentian Pilotage Authority**

---

**31. Marine Atlantic Inc.**

---

**32. National Arts Centre Corporation**

---

**33. National Capital Commission**

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**34. National Gallery of Canada**

---

**35. National Museum of Science and Technology**

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**36. Pacific Pilotage Authority**

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**37. Public Sector Pension Investment Board**

**Subsidiaries held at 100%**

- 4237986 Canada Inc.
- Emerald Private Investments Inc.
- Galvaude Private Investments Inc.
- Merasheen Private Investments Inc.
- Nova Scarlet Private Investments Inc.
- Nova Synapse Private Investments Inc.
- Port-aux-Choix Private Investments Inc.
- PSPIB Ambiance L.P. Inc.
- PSPIB Cross Inc.
- PSPIB Finance Inc.
- PSPIB Realty Holdings U.S. LP and its subsidiaries
  - PSPIB Realty Holdings Inc. (.01%)
  - PSPIB Realty International Inc. (99.99%) and its subsidiaries
    - PSPIB-Albion Inc. (100%)
    - PSPIB-Europe Inc. (100%)
    - PSPIB-LEI Inc. (100%)
    - PSPIB-LS Inc. (100%)
    - PSPIB-LSIF Inc. (100%)
    - PSPIB-Newbury G.P. Inc. (100%)
    - PSPIB-Newbury L.P. Inc. (100%)
    - PSPIB Realty Canada Inc. (100%) and its subsidiaries
      - PSPIB Ambiance G.P. Inc. (100%)
      - PSPIB-BV Inc. (100%) and its subsidiary
        - PSPIB-BV G.P. Inc. (100%)
      - PSPIB St-Michel Locataire Inc. (100%)
      - PSPIB St-Michel Propriétaire Inc. (100%)
    - PSPIB Realty U.S. Inc. (100%)
  - PSPIB-Restar Inc. (100%)

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### **37. Public Sector Pension Investment Board (continued)**

- PSPIB-Star Inc. (100%)
  - PSPIB U.S. Nominee Inc. (100%)
  - PSPIB-SW G.P. Inc.
  - PSPIB-SW L.P. Inc.
  - Tidal Reach Investments Inc.
- 

### **38. Queens Quay West Land Corporation**

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### **39. Ridley Terminals Inc.**

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### **40. Royal Canadian Mint**

**Subsidiary held at 100%**

- RCMH-MRCF Inc. and its affiliate
    - TGM Specialty Services Inc. (50%)
- 

### **41. Standards Council of Canada**

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### **42. Telefilm Canada**

---

### **43. VIA Rail Canada Inc.**

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- 
- a. Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.
  - b. Parc Downsview Park Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 2003-1304) to report as if it were a parent Crown corporation.
  - c. Pursuant to the *Companies' Creditors Arrangement Act*.
  - d. Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed by Order in Council (P.C. 2000-1341) to report as if it were a parent Crown corporation.
  - e. Inactive corporation.

## IV. Other Corporate Interests of Canada

This chapter provides information on:

- ▶ share-capital corporations partially owned by the federal government;
- ▶ corporations without share capital (for example, not-for-profit corporations) for which the government has a legal right to appoint, or approve the appointment of, at least one member to the board of directors or other governing body; and
- ▶ organizations formed pursuant to an international agreement where the federal government holds shares in the organization or has a right to appoint, or approve the appointment of, some number of members to the governing body.

For share-capital corporations, the listing shows the degree of federal ownership. For non-share-capital corporations, the listing includes fractions showing the number of federally appointed board members over the total number of board members.

The latter is intended to illustrate the degree of federal influence over an entity in cases where control cannot be expressed in terms of share ownership. Thus, in this context, a “federal appointee” may be an individual appointed by Order of the Governor in Council or by any one of a number of other mechanisms. Examples of such mechanisms may include appointment by a minister or by a Crown corporation. Federal public servants occupying board positions on an *ex officio* basis are also counted as federal appointees for these purposes.

Corporations named in this chapter are grouped as follows:<sup>1</sup>

### Mixed Enterprises

These are corporate entities whose shares are partially owned by Canada, through a minister. Private-sector parties own the remaining shares. As of March 31, 2005, there are no entities to report.

### Joint Enterprises

These are corporate entities whose shares are partially owned by Canada, through a minister. However, the balance of shares is owned by another level of government.

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1. This chapter does not include departmental corporations such as the Canadian Food Inspection Agency. Although they are similar to Crown corporations in that they are wholly owned by the federal government, departmental corporations are specifically excluded from the *Financial Administration Act* (FAA) definition of a “Crown corporation”. Instead, departmental corporations are defined as departments under the FAA and, as such, are subject to a different accountability regime.

## International Organizations

International organizations are corporate entities created pursuant to international agreements under which Canada holds shares or has a right to appoint or elect some number of members to a governing body.

## Shared-governance Corporations

This category includes corporate entities without share capital for which Canada, either directly or through a Crown corporation, has a right pursuant to statute, articles of incorporation, letters patent, by-law or any contractual agreement (including funding or contribution agreements) to appoint or nominate one or more voting members to the governing body.

## Corporations under the terms of the *Bankruptcy and Insolvency Act*

This group includes corporate entities whose shares are partially owned by Canada following receipt by a trustee in bankruptcy.

## Number of Other Corporate Interests **Year-Over-Year Comparison**

<b>Other Corporate Interests of Canada</b>	<b>March 31, 2005</b>	<b>March 31, 2004</b>
Mixed enterprises	0	1
Joint enterprises	3	3
International organizations	18	18
Shared-governance corporations	144	141
Corporations under the terms of the <i>Bankruptcy and Insolvency Act</i>	40	35

**Other Corporate Interests – Additions and Deletions  
During the year ending March 31, 2005**

## Mixed Enterprises

Petro-Canada Deleted

## Joint Enterprises

**International Organizations** No Additions or Deletions

## Shared-governance Corporations

2003 Bathurst-Campbellton Canada Winter Games Host Society Inc. Deleted

Agri-Adapt Council Inc. Deleted

Agri-Futures Nova Scotia Deleted

ASEP - NB Inc. Added

Association of Canada Lands Surveyors      Added

## Canada-Israel Industrial Research and Development Foundation Inc.      Added

## **Canada's Climate Change Voluntary Challenge and Registry**

Canadian Farm Business Management Council (CFBMC) Deleted

Canadian Patient Safety Institute (CPSI) Added

Growing Alberta Added

Health Council of Canada Added

Internal Trade Secretariat Added

Investment Agriculture Foundation of British Columbia Name of

New Brunswick Agricultural Council Inc. Deleted

Nunavut Harvesters Association (NHA) Added

**Quranos**      **Added**

PARTICIPATION Deleted

Pierre Elliott Trudeau Foundation, The Added

Prince Edward Island Adapt Council Inc. Deleted

Quebec High-Level Sports Council      Added

Toronto Waterfront Revitalization Corporation      Added

Yukon Agricultural Association Deleted

2. Name changed from British Columbia Investment Agriculture Foundation.

**Corporations held under the terms of the *Bankruptcy and Insolvency Act***

ASF Capital Corporation	Added
Corporation Rutel Networks	Added
Gibraltar Springs Capital Corporation	Added
Kewi Corporation	Added
Xogen Power Inc.	Added

## Joint Enterprises

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
<b>Minister of Economic Development Agency of Canada for the Regions of Quebec</b>				
<b>Société du parc industriel et portuaire Québec-Sud</b>				
To conduct the sale of the corporation's lands and to suggest an alternative solution to two levels of government on the use of the proceeds of this sale since the lands are unsuitable for an industrial infrastructure.	Bureau 300 13, rue St-Louis Lévis QC G6V 4E2 (418) 833-5925	Special Act of the Quebec Government (1974)	March 31 A = \$1.7M L = \$0M Auditor General of Quebec	40%
<b>Minister of Natural Resources</b>				
<b>Lower Churchill Development Corporation Limited</b>				
To establish a basis for the development of all or part of the hydroelectric potential of the Lower Churchill basin and the line transmission of this energy to markets.	PO Box 12700 St. John's NL A1B 3T5 (709) 737-1400	Newfoundland Companies Act, 1978	December 31 A = \$5.2M L = \$0M Deloitte	49%
<b>Minister of Western Economic Diversification</b>				
<b>North Portage Development Corporation (operating as The Forks North Portage Partnership)</b>				
To foster the social and economic redevelopment of the North Portage Avenue neighbourhood and The Forks areas in downtown Winnipeg.	Suite 200 350 Portage Avenue Winnipeg MB R3C 0C3 (204) 943-7752	Manitoba Corporations Act, 1983	March 31 A = \$94.0M L = \$5.7M Ernst & Young	33%

## International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees <sup>1</sup>
<b>Minister of Canadian Heritage</b>				
<b>World Anti-Doping Agency</b>				
To promote and coordinate at the international level the fight against doping in sport in all forms.	Suite 700 Stock Exchange Tower 800 Place Victoria Montréal QC H4Z 1B7 (514) 904-9232	Incorporated under Swiss Law as a not-for-profit organization, 1999	PricewaterhouseCoopers	1/36
<b>Minister of the Environment</b>				
<b>International Lake Memphremagog Levels Board</b>				
A forum for dispute resolution regarding the regulation of the levels of Lake Memphremagog in accordance with international obligations and federal and provincial legislation.	c/o EC Québec Region Suite 300 100 Alexis-Nihon Blvd. St-Laurent QC H4M 2N8 (514) 283-1628	The Board was created pursuant to an agreement between the governments of Canada and the U.S.A.	n/app*	1/2
<b>International Lake of the Woods Control Board</b>				
Lake of the Woods is an international boundary water. The International Lake of the Woods Control Board is responsible for approving the outflow from Lake of the Woods when the lake level is above or below certain specified elevations.	c/o EC Sustainable Water Use Branch, WPCD 4 <sup>th</sup> Floor 351 St-Joseph Blvd. Hull QC K1A 0H3 (819) 997-2529	The Board was created pursuant to Canada-U.S. Treaty. (Lake of the Woods Convention and Protocol, 1925)	n/app	1/2

1. For share-capital corporations, a percentage value represents the degree of federal ownership. For entities without share capital, a fraction shows the number of federally appointed members of the entity's board or governing body over the total number of board members.

\* n/app – not applicable

## International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
<b>Minister of the Environment (continued)</b>				
<b>International Niagara Committee</b>				
To determine the amount of water available for the purposes of the Treaty and to record the amounts of water used for power diversions.	c/o EC Meteorological Service of Canada Ontario Region 867 Lakeshore Rd. PO Box 5050 Burlington ON L7R 4A6 (905) 336-4580	The Niagara Diversion Treaty, 1950 as administered by the Department of Foreign Affairs and International Trade and the U.S. State Department	n/app	1/2
<b>International Porcupine Caribou Board</b>				
The Board makes recommendations and provides advice on those aspects of the conservation of the Porcupine Caribou Herd and its habitat that require international coordination.	c/o EC Pacific and Yukon Region Canadian Wildlife Service 91782 Alaska Highway Whitehorse YT Y1A 5B7 (867) 393-6700	Agreement signed by the U.S.A. and Canada on the Conservation of the Porcupine Caribou Herd, 1987	n/app	4/8
<b>North American Commission for Environmental Cooperation – Joint Public Advisory Committee</b>				
The Committee provides advice to the Council of the North American Commission for Environmental Cooperation on matters within the scope of the North American Agreement on Environmental Cooperation, a "side agreement" to the North American Free Trade Agreement.	Suite 200 393 Saint-Jacques St. Montréal QC H2Y 1N9 (514) 350-4300	The Committee was created pursuant to the North American Agreement on Environmental Cooperation	n/app	5/15

## International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
<b>Minister of Finance</b>				
<b>European Bank for Reconstruction and Development</b>				
To develop a vibrant private sector and to help foster the transition from centrally planned economies to market economies in the new Europe.	One Exchange Square London EC2A 2JN England 44-20-7338-6000	<i>European Bank for Reconstruction and Development Agreement Act, 1991</i>	Pricewaterhouse- Coopers (London) LLP	3.43%
<b>International Bank for Reconstruction and Development</b>				
To assist in the reconstruction and development of territories of member countries.	1818-H Street NW Washington DC 20433 U.S.A. (202) 473-1000	<i>Bretton Woods and Related Agreements Act, 1945</i>	Deloitte & Touche LLP	2.85%
<b>International Development Association</b>				
To promote economic development, increase productivity and thus raise standards of living in the less developed areas of the world.	1818-H Street NW Washington DC 20433 U.S.A. (202) 473-1000	<i>Articles of Agreement, 1960, International Development Association Act, 1960</i>	Deloitte & Touche LLP	2.95%
<b>International Finance Corporation</b>				
To further economic development by encouraging the growth of productive enterprises in member countries, supplementing the activities of the International Bank for Reconstruction and Development.	2121 Pennsylvania Ave. Washington DC 20433 U.S.A. (202) 473-7711	<i>Articles of Agreement; Vote 731, Appropriation Act No. 6, 1956</i>	Deloitte & Touche LLP	3.44%

## International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
<b>Minister of Finance (continued)</b>				
<b>International Monetary Fund</b>				
To promote economic welfare by encouraging the expansion of trade, the maintenance of orderly exchange arrangements, and the reduction of balance of payments.	700-19 <sup>th</sup> St. NW Washington DC 20431 U.S.A. (202) 623-7000	Agreement signed by member countries, 1945	Pricewaterhouse- Coopers LLP	2.99%
<b>Multilateral Investment Guarantee Agency</b>				
To encourage the flow of investments for productive purposes among member countries, thus supplementing the activities of the International Bank for Reconstruction and Development, the International Finance Corporation and other international development finance institutions.	1818-H Street NW Washington DC 20433 U.S.A. (202) 473-6167	Bretton Woods and Related Agreements Act, 1988	Deloitte & Touche LLP	3.11%
<b>Minister of Foreign Affairs</b>				
<b>African Development Bank</b>				
To contribute to the economic development and social advancement of the member countries, individually and collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Africa.	Temporary Relocation Agency 15, Avenue du Ghana PO Box 323 1002 Tunis Belvédère Tunisia 011-216-71-333-511	Agreement signed by member countries, 1963 and the <i>International Development (Financial Institutions) Continuing Assistance Act</i>	Deloitte & Touche	3.007%

## International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
<b>Minister of Foreign Affairs (continued)</b>				
<b>Asian Development Bank</b>				
To promote the economic and social advancement of developing country members. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Asia.	PO Box 789 1099 Manila Philippines 011-632-6005	Agreement signed by member countries, 1965 and the <i>International Development (Financial Institutions) Continuing Assistance Act</i>	Pricewaterhouse- Coopers	5.27%
<b>Caribbean Development Bank</b>				
To contribute to the harmonious economic growth and development of the member countries, and integration among them, having special and urgent regard to the needs of the less developed members of the region. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	PO Box 408 Wilday, St. Michael Bridgetown Barbados 1-8-246-429-3550	Agreement signed by member countries, 1969 and the <i>International Development (Financial Institutions) Continuing Assistance Act</i>	Price Waterhouse	9.50%

## International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
<b>Minister of Foreign Affairs (continued)</b>				
<b>Inter-American Development Bank</b>				
To contribute to the acceleration of the process of economic/social development of the regional developing member countries, individually or collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	1300 New York Ave. NW Washington DC 20577 U.S.A. (202) 623-1000	Agreement signed by member countries, 1959 and the <i>International Development (Financial Institutions) Continuing Assistance Act</i>	Ernst & Young LLP	4.00%
<b>International Boundary Commission</b>				
To maintain the demarcation and cartographic representation of the land and water boundary between Canada and the United States, and to regulate all construction within three metres of the boundary line.	Room 575 615 Booth St. Ottawa ON K1A 0E9 (613) 995-4341	Treaty of Washington, 1908 and 1925; <i>International Boundary Commission Act</i> , 1960	n/app	1/2
<b>Minister of Veterans Affairs</b>				
<b>Commonwealth War Graves Commission</b>				
To mark and maintain graves and memorials and keep records of the members of the Forces of the Commonwealth who died in the two World Wars.	2 Marlow Rd. Maidenhead Berkshire SL6 7DX U.K. (0628) 34221	Royal Charter, 1917	Grant Thornton	1/14

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members <sup>2</sup>
<b>Minister of Agriculture and Agri-Food</b>				
<b>Agricultural Adaptation Council</b>				
To foster increased long-term growth, employment and competitiveness in the industry and in rural Ontario. To encourage the development of innovative technologies that will assist the Ontario industry to adapt and become more competitive in a global economy.	192 Nicklin Road Guelph ON N1H 7L5 (519) 822-7554	<i>Agricultural and Horticultural Organizations Act of the Province of Ontario, 1995</i>	Hillson Co. LLP (Guelph)	1/18
<b>Agriculture and Food Council of Alberta</b>				
An industry-led council administers the funds allocated to Alberta by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Suite 402 1101-5 Street Nisku AB T9E 7N3 (780) 955-3714	<i>Society Act of the Province of Alberta, 1994</i>	Meyers Norris Penny LLP	2/27
<b>Canada-Alberta Beef Industry Development Fund</b>				
To enhance research and industry development activities with the objective of promoting the competitiveness of the beef industry in Alberta.	Alberta Beef Producers 320-6715 8 <sup>th</sup> Street NE Calgary AB T2E 7H7 (403) 275-4401	<i>Canada-Alberta Beef Industry Development Companion Agreement, Farm Income Protection Act</i>	KPMG LLP	1/7

2. This fraction shows the number of members of the entity's board or governing body that can be appointed by the federal government over the total number of board members.

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Agriculture and Agri-Food (continued)</b>				
<b>Canada-Alberta Hog Industry Development Fund</b>				
To enhance research and industry development activities with the objective of promoting the competitiveness of the hog industry in Alberta.	4828-89 <sup>th</sup> Street Edmonton AB T6E 5K1 (780) 491-3527	Canada-Alberta Hog Industry Development Companion Agreement (April 16, 1997) and Amending Agreement (May 19, 1998), <i>Farm Income Protection Act</i>	KPMG	1/7
<b>Canada-Alberta Sugar Beet Industry Development Fund</b>				
To enhance research and industry development activities with the objective of promoting the competitiveness of the sugar beet industry in Alberta.	Alberta Sugar Beet Growers' Marketing Board 4900-50 <sup>th</sup> Street Taber AB T1G 1T3 (403) 223-1110	Canada-Alberta Sugar Beet Industry Development Companion Agreement, <i>Farm Income Protection Act</i>	BDO Dunwoody LLP	1/7
<b>Canada-Manitoba Agri-Food Research and Development Initiative</b>				
To initiate, encourage, promote, and conduct innovative research and development projects that contribute to the economic well-being of Canada and Manitoba.	Administrator Agri-food R&D Council Manitoba Association of Agricultural Societies PO Box 72 Morris MB R0G 1K0 (204) 746-8186	Implementation Agreement of the Federal/ Provincial/ Territorial Framework on Agriculture and Agri-Food Policy for the 21 <sup>st</sup> Century, <i>Farm Income Protection Act</i>	Hamilton and Asselstine, CA	2/13

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Agriculture and Agri-Food (continued)</b>				
<b>Canada-Newfoundland Agri-Food Innovation Fund</b>				
To provide financial assistance to Newfoundland farmers for the development of primary and value-added agricultural sectors in Newfoundland and Labrador.	Department of Forest Resources and Agrifoods . PO Box 2006 Corner Brook NL A2H 6J8 (709) 637-2077	Canada- Newfoundland and Labrador Agri-Food Innovation Agreement, <i>Farm Income Protection Act</i>	Newfoundland Provincial Auditor	1/6
<b>Canadian International Grains Institute</b>				
To provide educational programs and technical activities in support of the promotion and development of world markets for Canada's field crops and their products.	Suite 1000 303 Main St. Winnipeg MB R3C 3G7 (204) 984-5344	<i>Canada Corporations Act</i> , 1972	Deloitte & Touche	3/5
<b>Canadian Livestock Records Corporation</b>				
To perform services for and on behalf of members of the fifty Breed Associations. To ensure the maintenance of the Breed Associations' Herd Books, and to maintain the General Stud and Herd Book.	2417 Holly Lane Ottawa ON K1V 0M7 (613) 731-7110	<i>Animal Pedigree Act</i> , 1988	Newton & Co.	1/51
<b>Centre de développement du porc du Québec Inc.</b>				
To exercise leadership in the development and transfer of new technologies in order to actively contribute to improving the quality and efficiency of a sustainable Quebec hog industry.	Bureau 340 2795, boul. Laurier Sainte-Foy QC G1V 4M7 (418) 650-2440	3 <sup>e</sup> partie de la <i>Loi sur les compagnies du Québec</i> , 1992	Raymond Chabot Grant Thornton	1/18

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Agriculture and Agri-Food (continued)</b>				
<b>Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)</b>				
To advise the Minister of Agriculture, Fisheries and Food Quebec on research and development activities to encourage dialogue in order to help the bio-food sector further the goal of sustainable development.	Direction de l'innovation scientifique et technologique MAPAQ 9 <sup>e</sup> étage 200, chemin Ste-Foy Québec QC G1R 4X6 (418) 380-2103	Gouvernement du Québec; <i>Loi sur le vérificateur général</i>	Auditor General of Quebec	1/23
<b>Conseil pour le développement de l'agriculture du Québec (CDAQ)</b>				
To administer the funds allocated to different federal or provincial organizations for the agricultural sector.	Bureau 110 555, boul. Roland-Therrien Longueuil QC J4H 4E7 (450) 679-0540, poste 8353	3 <sup>e</sup> partie de la <i>Loi sur les compagnies du Québec</i> , 1996	Raymond Chabot Grant Thornton	1/9
<b>Fonds québécois d'adaptation des entreprises agroalimentaires, inc.</b>				
An industry-led council administers the funds allocated to Quebec by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Suite 200 9001 de l'Acadie Blvd. Montréal QC H4N 3H7 (514) 858-2000	3 <sup>e</sup> partie de la <i>Loi sur les compagnies du Québec</i>	Samson Béclair Deloitte & Touche	1/12
<b>Growing Alberta</b>				
A company established by the agri-food industry to promote knowledge of the agriculture and food sector to urban audiences.	Suite 201 8704 - 51 <sup>st</sup> Avenue Edmonton AB T6E 5E8 (780) 466-7905	<i>Alberta Corporations Act</i> , Non-profit, Part IX, 2003	KPMG LLP	2/13

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Agriculture and Agri-Food (continued)</b>				
<b>Investment Agriculture Foundation of British Columbia</b>				
An industry-led council administers the funds allocated to B.C. by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 8248 Victoria BC V8W 3R9 (250) 356-1662	<i>Society Act of the Province of British Columbia, 1996</i>	BDO Dunwoody LLP	1/15
<b>Manitoba Crop Diversification Centre (MCDC)</b>				
An industry-led initiative with a mandate to identify, evaluate, demonstrate and facilitate the use of new crops, technologies and value added opportunities in a sustainable agricultural system. MCDC has three owned sites and two partnership sites representing a range of soil and climates. Much of the Centre's work is carried out in cooperation with outside agencies, groups and individuals. The centre provides a variety of assistance for research and demonstration activities, including technical support and use of its facilities and land.	PO Box 309 Carberry MB R0K 0H0 (204) 834-6000	<i>Department of Agriculture Act, 1993</i>	Meyers Norris Penny	3/9

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Agriculture and Agri-Food (continued)</b>				
<b>Manitoba Rural Adaptation Council Inc.</b>				
An industry-led council administers the funds allocated to Manitoba by AAFC's Advancing Canadian Agriculture and Agri-Food (ACAAF) program to encourage the agricultural industry and agro-rural Manitoba to adapt to changing market opportunities through diversification and value-added activities.	802-294 Portage Avenue Winnipeg MB R3C 0B9 (204) 982-4791	The Corporation Act of the Province of Manitoba, 1996	Meyers Norris Penny	2/22
<b>New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)</b>				
To strengthen New Brunswick's rural and resource-based economy through the development, application and commercialization of biotechnology and technological innovations.	PO Box 636 Station A Fredericton NB E3B 5A6 (506) 444-2444	New Brunswick Biotechnology Centre of Excellence Endowment Fund Agreement, <i>Department of Agriculture and Agri-Food Act</i> Provincially incorporated under the laws of the Province of New Brunswick, 1996	Teed Saunders Doyle Co. (Fredericton)	2/11
<b>Nova Scotia Technology Development 2000</b>				
To provide financial assistance to Nova Scotia farmers for long-term industry-supported agricultural research in Nova Scotia.	Nova Scotia Department of Agriculture & Fisheries Harlow Institute 176 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Research Technology 2000 Development Agreement, <i>Farm Income Protection Act</i>	Pricewaterhouse- Coopers	2/10

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Agriculture and Agri-Food (continued)</b>				
<b>Nunavut Harvesters Association (NHA)</b>				
An industry council administering the funds allocated to the territory by the federal government to promote industry-led solutions to emerging issues, capturing market opportunities by advancing research results and sharing information to advance the sector.	PO Box 249 Rankin Inlet NU X0C 0G0	Canada <i>Corporations Act,</i> 2002	Robert Stewart Chartered Accountant / Management Consultants	1/5
<b>POS Pilot Plant Corporation</b>				
Excellence in service through dedicated staff providing bioprocessing solutions that enhance our clients' competitiveness.	118 Veterinary Rd. Saskatoon SK S7N 2R4 (306) 978-2800	Canada <i>Corporations Act,</i> 1973 Letters Patent	KPMG	1/14
<b>Saskatchewan Council for Community Development</b>				
To support and promote community-based development. To act as a catalyst for community cooperation, empowerment and development and to offer quality programs to rural Saskatchewan communities.	Box 21038 Saskatoon SK S7H 5N9 (306) 975-6847	Section 4(a) of the <i>Department of Agriculture and Agri-Food Act</i> Registered as a non-profit corporation, 1996	Davies Breen & Hrynewich	2/14
<b>Territorial Farmers Association NWT</b>				
An industry-led council administers the funds allocated to the Northwest Territories by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 4386 Hay River NT X0E 1G3 (867) 874-4706	<i>Societies Act of the Territory of the Northwest Territories, 1973</i>	Ashton Chartered Accountants	1/5

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Agriculture and Agri-Food (continued)</b>				
<b>Western Grains Research Foundation</b>				
To initiate, encourage, support and conduct research into grain production and into economic and market development of grain products.	210-111 Research Drive Saskatoon SK S7N 3R2 (306) 975-0060	Canada Corporations Act, 1981	Pricewaterhouse- Coopers	1/18
<b>Minister of Canadian Heritage</b>				
<b>2005 Regina Canada Summer Games Host Society</b>				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2005 Regina Canada Summer Games on behalf of Canada, the Province of Saskatchewan and other complementary purposes.	Suite 100 1777 Victoria Avenue Regina SK S4P 4K5	Canada Corporations Act (2001)	Virtus Group LLP	1/9
<b>2007 Whitehorse Canada Winter Games Host Society Inc.</b>				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2007 Whitehorse Canada Winter Games on behalf of Canada, the Yukon Territory and other complementary purposes.	1105 1 <sup>st</sup> Avenue Whitehorse YK Y1A 1A3	Canada Corporations Act (2002)	BDO Dunwoody	2/18
<b>Association for the Export of Canadian Books</b>				
The AECB is an industry association that assists Canadian book publishers develop and increase their sales in international markets by providing market intelligence as well as financial, promotional and logistical support.	Suite 504 1 Nicholas St. Ottawa ON K1N 7B7 (613) 562-2324	Canada Corporations Act, 1972	Logan Katz	2/12

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Canadian Heritage (continued)</b>				
<b>Calgary Olympic Development Association</b>				
To foster the development of Canadian winter sport athletes, administer the Olympic Endowment Funds, and operate and maintain Canada Olympic Park.	88 Canada Olympic Rd. SW Calgary AB T2M 4N3 (403) 286-2632	Society Act of Alberta, 1979	PricewaterhouseCoopers	1/20
<b>Canada Commonwealth Legacy Fund</b>				
To finance programming and dedicated to develop standards of high performance and competitive excellence in domestic and international amateur sport.	4636 Elk Drive Victoria BC V8Z 5M1 (250) 744-3583	Canada Corporations Act 1994 Society Act of B.C. 1994	Dale Matheson Carr Hilton	1/5
<b>Canada Games Council</b>				
To provide a major national multi-sport event for the best young athletes in all provinces and territories.	701-2197 Riverside Drive Ottawa ON K1H 7X3 (613) 526-2320	Canada Corporations Act, 1991	Ouseley Hanvey Clipsham Deep LLP	3/14
<b>Canadian Sport Centre - Atlantic</b>				
The CSCA is committed to supporting high performance athletes and coaches training in Atlantic Canada through the provision of essential services towards their pursuit of athletic and personal excellence.	Suite 308 5516 Spring Garden Rd. Halifax NS B3J 1G6 (902) 425-0942	Nova Scotia Act, 1999	Deloitte & Touche	1/15

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Canadian Heritage (continued)</b>				
<b>Canadian Sport Centre – Calgary</b>				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Faculty of Physical Education University of Calgary Room 125 Olympic Oval 2500 University Drive NW Calgary AB T2N 1N4 (403) 220-8196	Society Act of Alberta, 1994	PricewaterhouseCoopers	1/12
<b>Canadian Sport Centre – Greater Victoria</b>				
To create a dynamic environment for sport performance at all levels by integrating world-class athlete services, coaching excellence and long-term sport development initiatives.	4636 Elk Drive Victoria BC V8Z 5M1 (250) 744-3583	Society Act of B.C., 1994	Norgaard Neale Campden Ltd.	0/11
<b>Canadian Sport Centre – Manitoba</b>				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o University of Manitoba Frank Kennedy Centre Room 138 17 Dafoe Rd. Winnipeg MB R3T 2N2 (204) 474-6604	Corporate Act of Manitoba	Hemingway Silver	1/14
<b>Canadian Sport Centre – Saskatchewan</b>				
To support high performance athletes to achieve podium performances at international competitions through a holistic development process.	1870 Lorne Street Regina SK S4P 2L7 (306) 975-0809	Under Sask 1972 Sport Inc.	Virtus Group	1/16

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Canadian Heritage (continued)</b>				
<b>Canadian Sport Centre – Toronto</b>				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	Suite 606A 1185 Eglinton Ave. E North York ON M3C 3C6 (416) 426-7184	<i>Canada Corporations Act,</i> (Ontario) 1998	James G.A. Gibbs	1/12
<b>Canadian Television Fund, The</b>				
To assist the creation and broadcast in prime time of high-quality, culturally-significant Canadian television programs in English, French and Aboriginal languages in the genres of drama, variety, children's, documentaries and performing arts, and by both the majority and minority official-language production sectors.	5 <sup>th</sup> Floor 111 Queen Street E Toronto ON M5C 1S2 (416) 214-4400 1-877-975-0766	<i>Canada Corporations Act,</i> Part II, 1996	KPMG	5/20
<b>Coaching Association of Canada</b>				
To enhance the experience of all Canadian athletes through quality coaching.	Suite 300 141 Laurier Ave. W Ottawa ON K1P 5J3 (613) 235-5000	<i>Canada Corporations Act,</i> 1971	Ouseley Hanvey Clipsham Deep LLP	4/12
<b>Hamilton 2003 World Road Cycling Championships</b>				
To organize and manage the 2003 World Road Cycling Championships in Hamilton.	c/o David Braley Orlick Industries Inc. 411 Parkdale Avenue North PO Box 591 LCD#1 Hamilton ON L8L 9G1 (905) 544-1997 ext. 303	<i>Canada Corporations Act,</i> 2000	KPMG	2/12

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Canadian Heritage (continued)</b>				
<b>National Multi-Sport Centre – Montreal</b>				
To help high performance athletes training for the Olympic Games, world championships and other international competitions to reach their highest level of performance.	1000 Émile-Journeault Ave. Montréal QC H2M 2E7 (514) 872-1999	Partie 3, <i>Loi sur les compagnies du Québec</i> , 1997	Gosselin et associés	1/10
<b>PacificSport Canadian Sport Centre – Vancouver</b>				
Dedicated to providing a world-class environment that enables Canadian athletes and coaches to win at the international level.	500, 1333 West Broadway Vancouver BC V6H 4C1 (604) 737-3003	Society Act of B.C., 1998	Staley, Okada & Partners	1/16
<b>Quebec High-Level Sports Council</b>				
To initiate and support projects aimed at improving the offer of services and training conditions for high-level athletes in the national capital region and in the Chaudière-Appalaches region while respecting the specific fields of competence of the partners involved.	1155, boul. de la Rive-Sud Saint-Romuald QC G6W 5M6 (418) 572-0330	Partie 3, <i>Loi sur les compagnies du Québec</i> , 2000	Lemieux Nolet Comptables agréés et consultants	1/15
<b>Sport Dispute Resolution Centre of Canada</b>				
To provide to the Canadian sport community a national-level alternative dispute resolution service for sport as well as expertise and assistance regarding alternative dispute resolution.	Bureau 560 3100, Le Carrefour Laval QC H7T 2K7 (450) 686-1246 1-866-733-7767	<i>Physical Activity and Sport Act</i> , 2003	BDO Dunwoody LLP	12/12

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Canadian Heritage (continued)</b>				
<b>The 3<sup>rd</sup> IAAF World Youth Athletics Championship – Sherbrooke 2003</b>				
To promote and celebrate the new levels of athletic performances for athletes aged 15-17.	145 Sauvé Street Sherbrooke QC J1L 1L6 (819) 573-2003	Partie 3, <i>Loi sur les compagnies du Québec</i> , 2001	Samson Bélair Deloitte & Touche	1/12
<b>TV5 Québec Canada</b>				
Promote the French language throughout Canada through a specialty television service.	Bureau 101 1755 René-Lévesque Blvd. E Montréal QC H2K 4P6 (514) 522-5322	<i>Canada Corporations Act,</i> Part II, 1991	Samson Bélair Deloitte & Touche	2/9
<b>Vancouver Organizing Committee for the 2010 Olympic and Paralympic Games</b>				
To organize and manage the hosting of 2010 Olympic and Paralympic Games in Vancouver and Whistler.	400-1095 West Pender Street Vancouver BC V6E 2M6 (778) 382-2010	Part II of the <i>Canada Corporations Act,</i> 2003	Ernst & Young	3/20
<b>Minister of Citizenship and Immigration</b>				
<b>Toronto Waterfront Revitalization Corporation</b>				
To transform the Toronto waterfront for the use and enjoyment of the people of Toronto, Ontario, and Canada, to foster economic growth and to re-define how the city, province and country are perceived by the world.	Suite 822 207 Queens Quay West Toronto ON M5J 1A7 (416) 214-1344	<i>Toronto Waterfront Revitalization Corporation Act,</i> 2002	Deloitte & Touche LLP	1/13

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Economic Development Agency of Canada for the Regions of Quebec</b>				
<b>Centre d'affaires Info entreprises</b>				
Offer business information on federal and provincial government programs and services.	Bureau 6000 380, rue Sainte-Antoine O. Montréal QC H2Y 3Y7	<i>Loi sur les compagnies du Québec, Part III,</i> 2003	To be appointed	2/11 <sup>3</sup>
<b>Centre d'entrepreneuriat et d'essaimage de l'Université du Québec à Chicoutimi (CEE-UQAC)</b>				
To foster the entrepreneurial spirit and the creation of businesses among students, graduates and the entire personnel of the UQAC, and to support the development activities of other institutions of higher learning in the region.	555, boul. de l'Université Chicoutimi QC G7H 2B1	<i>Loi sur les compagnies du Québec, 1998</i>	Raymond Chabot Grant Thornton	1/10
<b>Corporation Camp Spatial Canada</b>				
To manage the Cosmodome, a complex dedicated to science, museology and tourism.	2150, autoroute des Laurentides Laval QC H7T 2T8	<i>Canada Corporations Act,</i> 1991	Samson Bélair Deloitte et Touche	2/15
<b>Fondation du maire de Montréal pour la Jeunesse</b>				
To assist young disadvantaged Montrealers who are contributing to Montréal's economic development by starting their own businesses.	Suite 800 385 Sherbrooke St. East Montréal QC H2X 1E3 (514) 872-8401	<i>Loi sur les compagnies du Québec, 1995</i>	Samson Bélair Deloitte et Touche	1/20

3. Members from private sector have been appointed by Economic Development Agency of Canada for the Regions of Quebec Minister. They are not federal employees and do not represent Economic Development Agency of Canada for the Regions of Quebec.

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Economic Development Agency of Canada for the Regions of Quebec (continued)</b>				
<b>Fonds commun des SADC du Québec</b>				
Liquidity management through the SADC Network and emergency loans for members.	Bureau 530 979 De Bourgogne Montréal QC G1W 2L4	<i>Loi sur les compagnies du Québec, 1999</i>	Lemieux Nolet	1/5
<b>Fonds de développement-emploi Montréal (FDEM)</b>				
To promote the economic development of Montreal by providing capital funding to small local businesses through a capital investment fund.	Suite 100 5703 Sherbrooke St. E Montréal QC H1N 3M1	<i>Loi sur les compagnies du Québec, 1988</i>	Harel Drouin – PKF	1/12
<b>Montréal International</b>				
Foster the economic development of metropolitan Montréal and promote its international presence.	Suite 8000 380 Saint-Antoine St. W Montréal QC H2Y 3X7	<i>Loi sur les compagnies du Québec, 1996</i>	Raymond Chabot Grant Thornton	1/26
<b>Quartier International de Montréal</b>				
To consolidate Montreal's role as the major Canadian host to international organizations through the redevelopment of this city district.	Suite 350 393 Saint-Jacques St. Montréal QC H2Y 1N9	<i>Loi sur les compagnies du Québec, 1999</i>	Raymond Chabot Grant Thornton	2/10
<b>Société de développement à l'exportation de Longueuil</b>				
Offer export counselling and advice to businesses located on the territory of the new city of Longueuil.	Bureau 120 204, boul. Montarville Longueuil QC J4B 6S2 (450) 645-2335	<i>Loi sur les compagnies du Québec, Partie III, 1988</i>	Faucher Daviault	2/9

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Economic Development Agency of Canada for the Regions of Quebec (continued)</b>				
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.				
To support the launching and development of aquacultural enterprises in the Gaspé Peninsula, Bas-Saint-Laurent, the Îles-de-la-Madeleine and on the North Shore.	PO Box 310 153 de la Reine St. Gaspé QC G4X 1T5	<i>Loi sur les compagnies du Québec</i> , 1998	Eric Duguay C.A.	2/12
<b>Société du Havre de Montréal</b>				
Develop a master intervention plan for the Société du Havre de Montréal.	303, Notre-Dame Street East 3 <sup>rd</sup> Floor Montréal QC H2Y 3Y8 (514) 872-9345	<i>Loi sur les compagnies du Québec</i> , Partie III, 2002	Raymond Chabot Grant Thornton	7/30
<b>Minister of the Environment</b>				
Canadian Foundation for Climate and Atmospheric Sciences (CFCAS)				
To fund research that improves the scientific understanding of processes and predictions, provides relevant science to policy makers and improves understanding of the ways in which these challenges affect human health and the natural environment in addition to strengthening Canada's scientific capacity.	Suite 901 350 Sparks Street Ottawa ON K1R 7S8 (613) 238-2223	<i>Canada Corporations Act</i> , 2000	Ouseley Hanvey Clipsham Deep LLP	3/13

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of the Environment (continued)</b>				
<b>Lake of the Woods Control Board (LWCB)</b>				
Lake of the Woods is an international boundary water. The Lake of the Woods Control Board is responsible for the regulation of levels in the Lake of the Woods and Lac Seul and flows in the Winnipeg and English Rivers downstream of these lakes to their junction, in accordance with international obligations and federal and provincial legislation.	c/o Executive Engineer Lake of the Woods Secretariat 351 St. Joseph Blvd. Gatineau QC K1A 0H3	The Board was created pursuant to Section 2 of the <i>Lake of the Woods Control Board Act</i> (1921, amended 1958) and is further mandated by a Canada-U.S. treaty (Lake of the Woods Convention and Protocol, 1925)	n/app	1/4
<b>Ouranos</b>				
Promote research on global and regional climates, advance general comprehension of decision makers, Ouranos members, determine and evaluate impacts of climate changes, etc.	19 <sup>e</sup> étage Tour ouest 550, rue Sherbrooke Ouest Montréal QC H3A 1B9	<i>Loi sur les compagnies du Québec</i> , Part III, 2002	To be appointed	1/11
<b>Wildlife Habitat Canada</b>				
To promote the conservation, restoration and enhancement of wildlife habitat in Canada in order to retain the diversity, distribution and abundance of wildlife.	Suite 310 1750 Courtwood Crescent Ottawa ON K2C 2B5 (613) 722-2090	<i>Canada Corporations Act</i> , 1984	KPMG	6/12

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Fisheries and Oceans</b>				
<b>International Fisheries Commissions Pension Society</b>				
To arrange for and administer the provision of pensions and insurance for Canadian employees of any international fisheries commission whose seat or headquarters is established and maintained by Canada or the U.S., or both.	c/o Fisheries and Oceans 200 Kent St. Ottawa ON K1A 0E6 (613) 993-1860	<i>Canada Corporations Act,</i> 1957	Director General Corporate Review, Evaluation and Audit Directorate, Fisheries and Oceans	4/8
<b>Minister of Foreign Affairs</b>				
<b>Asia-Pacific Foundation of Canada</b>				
To develop closer ties between the peoples and institutions of Canada and the Asia-Pacific region.	Suite 666 999 Canada Place Vancouver BC V6C 3E1 (604) 684-5986	<i>Asia-Pacific Foundation of Canada Act, 1984</i>	Deloitte & Touche	6/11
<b>International Centre for Human Rights and Democratic Development</b>				
To promote and support cooperation between Canada and other countries for the purpose of developing and strengthening human rights institutions.	Suite 1100 1001 Maisonneuve Blvd. E Montréal QC H2L 4P9 (514) 283-6073	<i>International Centre for Human Rights and Democratic Development Act,</i> 1988	Auditor General of Canada	10/13
<b>Roosevelt Campobello International Park Commission</b>				
To administer as a memorial to U.S. President Franklin Delano Roosevelt.	459 Route 774 Welshpool NB E5E 1A4 (506) 752-2922	<i>The Roosevelt Campobello International Park Commission Act,</i> 1964	Foster, Carpenter, Black & Co.	3/6

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Health</b>				
<b>Canadian Centre on Substance Abuse</b>				
To promote informed debate and increased public awareness and participation on the part of Canadians regarding alcohol and drug related issues; to disseminate information on the nature, extent and consequences of substance abuse, and to support and assist organizations involved in substance abuse treatment prevention and educational programming.	Suite 300 75 Albert St. Ottawa ON K1P 5E7 (613) 235-4048	<i>Canadian Centre on Substance Abuse Act, 1988</i>	McIntyre & Associates Professional Corporation	6/15
<b>Canadian Coordinating Office for Health Technology Assessment (CCOHTA)</b>				
To encourage the appropriate use of health technology by influencing decision makers through the collection, analysis, creation and dissemination of information concerning the effectiveness and cost of technology and its impact on health. Aim to facilitate information exchange, resource pooling and the coordination of priorities for health technology assessments.	Suite 600 865 Carling Avenue Ottawa ON K1S 5S8 (613) 226-2553	<i>Canada Corporations Act, 1980</i>  <i>CCOHTA incorporated, 1989</i>	McCay Duff & Company	1/13

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Health (continued)</b>				
<b>Canadian Health Infoway Inc.</b>				
<p>a) to accelerate the development and adoption of modern systems of health information and communication technologies;</p> <p>b) to define and promote standards governing shared data to ensure the compatibility of health information networks;</p> <p>c) without limiting the foregoing, in the pursuance of those objects set out in (a) and (b): to support the adoption of such standards for health information and compatible communications technologies for the health sector in Canada; to enter into collaborative arrangements as required with the governments of Canada, the provinces and territories, corporations, not-for-profit organizations and other persons for the development and adoption of the standards and technologies; to incorporate standards that protect personal privacy and confidentiality of individual records, and security of health information; and to undertake its work in both official languages of Canada.</p>	<p>Suite 2500 1155 René- Levesque Blvd. W Montréal QC H3B 2K4 1-888-868-0550</p>	<p>Note: Infoway was incorporated under the <i>Canada Corporations Act</i>, Part II, in January 2001</p> <p><i>Canada Health Care, Early Childhood Development and Other Social Services Funding Act 2000</i>, C.35 provided the authority for the transfer of the initial \$500 million. An additional \$600 million was provided under the authority of the <i>Budget Implementation Act, 2003</i> (fiscal year 2002-03 funds) and an additional \$100 million was provided under the authority of the <i>Budget Implementation Act, 2004</i> (fiscal year 2003-04 funds).</p>	<p>Ernst &amp; Young</p>	2/13

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Health (continued)</b>				
<b>Canadian Health Services Research Foundation</b>				
To sponsor and promote applied health systems research, to enhance its quality and relevance, and to facilitate its use in evidence-based decision making by policy makers and health systems managers.	Suite 301 11 Holland Ave. Ottawa ON K1Y 4S1 (613) 728-2238	<i>Canada Corporations Act, 1997</i>	Ernst & Young LLP	3/12
<b>Canadian Institute for Health Information</b>				
To serve as the national mechanism to coordinate the development and maintenance of a comprehensive and integrated health information system in Canada; to coordinate the provision of accurate and timely information required for:	Suite 200 377 Dalhousie St. Ottawa ON K1N 9N8 (613) 241-7860	<i>Canada Corporations Act, 1995</i>	Ernst & Young	2/16
<ul style="list-style-type: none"> <li>(i) the establishment of sound health policy,</li> <li>(ii) the effective management of the Canadian health system, and</li> <li>(iii) generating public awareness about factors affecting good health.</li> </ul>				

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Health (continued)</b>				
<b>Canadian Patient Safety Institute (CPSI)</b>				
To provide a leadership role in building a culture of patient safety and quality improvement in the Canadian health care system through coordination across sectors and systems, promotion of best practices, advice on effective strategies to improve patient safety, and raising awareness with stakeholders, patients and the general public about patient safety.	Suite 1414 10235 - 101 Street Edmonton AB T5J 3G1 (780) 409-8090 1-866-421-6933	<i>Canada Corporations Act</i> Part II CPSI incorporated, 2003	Deloitte & Touche LLP	0/9
<b>Health Council of Canada</b>	#900 - 90 Eglinton Avenue East Toronto ON M4P 2Y3 (416) 481-7397	<i>Canada Corporations Act,</i> 2004	To be appointed	1/26

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Health and Minister Responsible for Public Health Agency</b>				
<b>Terry Fox Humanitarian Award Inc.</b>				
To encourage Canadian youth to seek high ideals as represented by Terry Fox by granting commemorative scholarships for the pursuit of higher education; to establish, maintain and manage an endowment fund.	c/o Simon Fraser University Burnaby BC V5A 1S6 (604) 291-3057	<i>Canada Corporations Act,</i> 1980	Deloitte & Touche	2/11
<b>Minister of Human Resources and Skills Development</b>				
<b>Canada Millennium Scholarship Foundation</b>				
To grant scholarships to students who are in financial need and who demonstrate merit.	Suite 800 1000 Sherbrooke St. West Montréal QC H3A 3R2	<i>Budget Implementation Act, 1998</i>	Deloitte & Touche LLP	6/15
<b>Minister of Indian Affairs and Northern Development</b>				
<b>Northern Native Fishing Corporation</b>				
To preserve a fleet of fishing vessels and related licences for the long-term benefit of native fishers, and to foster their development as independent business operators.	Site 19, Comp. 45 RR 3 Station Main Kitsum Kalum Reserve Terrace BC V8G 4R6 (250) 638-0986	<i>British Columbia Companies Act,</i> 1982	Carlyle Shepherd & Co.	0/6
<b>Minister of Industry</b>				
<b>Canada Foundation for Innovation</b>				
To strengthen Canada's capacity for innovation by investing in research infrastructure at Canadian universities, hospitals, colleges, and not-for-profit institutions.	Suite 450 230 Queen St. Ottawa ON K1P 5E4 (613) 947-6496	<i>Budget Implementation Act, 1997</i>	Ernst & Young	7/15

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Industry (continued)</b>				
<b>Canada-Israel Industrial Research and Development Foundation Inc.</b>				
Canada and Israel signed a memorandum of understanding (MOU) on March 30, 1993, to create the Canada-Israel Industrial Research and Development (CIIRD) program. The MOU was approved in the context of the Canada-Israel Joint Economic Commission which is aimed at strengthening bilateral economic and commercial cooperation and, thereby, increasing the level of bilateral trade. The rationale for the CIIRD program is that closer research and development relations, particularly in the knowledge-intensive sectors of the economy, are an effective means of enhancing commercial relations over the long term. The program is being implemented through the Canada-Israel Industrial Research and Development Foundation (CIIRDF), which was established by the private sector in 1994. Funding for CIIRDF ended on March 31, 2005; however, on April 7, 2005 Minister of Industry Canada, The Honourable David Emerson and Honourable Ehud Olmert, Vice Prime Minister of Israel and Minister of Industry, Trade and Labour, signed a Joint Declaration, which indicates that both governments intent to renew their funding support to CIIRDF.	Suite 3 371A Richmond Road Ottawa ON K2A 0E7	Private non-for-profit corporation, incorporated, 1994	Ouseley Hanvey Clipsham Deep LLP	3/6

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Industry (continued)</b>				
<b>Genome Canada</b>				
To support a national genomic research initiative for the benefit of Canadians.	21 <sup>st</sup> Floor 150 Metcalfe Street Ottawa ON K2P 1P1 (613) 751-4460	<i>Canada Corporations Act, Part II, 2000</i>  <i>Funding agreement, 2000</i>	KPMG	5/16
<b>Internal Trade Secretariat</b>				
The reduction or elimination of barriers to the free movement of persons, goods, services and investments is essential for the promotion of an open, efficient and stable domestic market to enhance the competitiveness of Canadian business and sustainable development. <sup>4</sup>	Suite 850 125 Gary Street Winnipeg MB R3C 3P2	<i>Agreement on Internal Trade Implementation Act, 1996</i>  <i>Incorporation underway</i>	Ernst & Young LLP	1/13
<b>The Pierre Elliott Trudeau Foundation</b>				
Establish a dialogue between outstanding scholars in the social sciences and the humanities and other interested parties who have an interest in issues of public policy, the professions, business, the arts and the voluntary sector. The Foundation achieves this dialogue by awarding scholarships, fellowships and mentorships to doctoral students, established researchers and professionals who are employed in the field of public policy.	1514 Dr. Penfield Avenue Montreal QC H3G 1B9	<i>Canada Corporations Act, 1985</i>  <i>Incorporated, 2001</i>	Pricewaterhouse- Coopers	2/18

4. Industry Canada does not report to Parliament on the ITSC budget or activities.

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Natural Resources</b>				
<b>2003 World Forestry Congress</b>				
Preparation of the XII World Forestry Congress, Quebec City, Canada, September 21-28, 2003.	1055, du P.E.P.S. PO Box 3800 Ste-Foy QC G1R 4C7	Canada <i>Corporations Act,</i> 2001	Malette	1/4
<b>ASEP - NB Inc.</b>				
To promote employment of Aboriginal people in the New Brunswick forest sector.	47 Chruch Street Eel Ground First Nation NB E1V 4G2 (506) 622-4735	New Brunswick <i>Companies Act</i>	To be appointed	2/9
<b>Association of Canada Lands Surveyors</b>				
To establish, maintain standards of qualification and regulate Canada Lands Surveyors; to establish and maintain standards of conduct, knowledge and skill among members of the Association and permit holders; to govern the activities of the members and permit holders; to cooperate with other organizations for the advancement of surveying; and to perform the duties and exercise the powers that are imposed or conferred on the Association by the Act.	Suite 100E 900 Dynes Road Ottawa ON K2C 3L6 (613) 723-9200	Canada Lands <i>Surveyors Act,</i> 1999	Phomin Leslie Chartered Accountants	3/9

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Natural Resources (continued)</b>				
<b>Canada Foundation for Sustainable Development Technology</b>				
The Foundation will administer the Sustainable Development Technology Fund (SDTF) for the development and demonstration of sustainable technologies, in particular those aimed at solutions to Canada's challenges in climate change and clean air.	Suite 250 230 Queen Street Ottawa ON K1P 5E4	<i>Canada Foundation for Sustainable Development Technology Act</i> (assented to 2001)	KPMG	7/15
<b>Canada-Newfoundland Offshore Petroleum Board</b>				
To administer the relevant provisions of the <i>Canada-Newfoundland Atlantic Accord Implementation Act</i> as enacted by the Parliament of Canada and the Legislature of Newfoundland and Labrador. The Board is funded by equal contributions from both the federal and provincial governments.	TD Place 5 <sup>th</sup> Floor 140 Water St. St. John's NL A1C 6H6 (709) 778-1400	<i>The Canada-Newfoundland Atlantic Accord Implementation Act, 1987</i>	Deloitte & Touche	3.5/7 <sup>5</sup>

5. The Chairman is appointed jointly by the Federal Government and the Provincial Government.

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Natural Resources (continued)</b>				
<b>Canada-Nova Scotia Offshore Petroleum Board</b>				
To administer the relevant provisions of the <i>Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act</i> as enacted by the Parliament of Canada and the Legislature of Nova Scotia. The Board is funded by both the federal and provincial governments with equal contributions.	TD Centre 6 <sup>th</sup> Floor 1791 Barrington St. Halifax NS B3N 3K9 (902) 422-5588	The <i>Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act</i> , 1988	Deloitte & Touche	2.5/5 <sup>6</sup>
<b>Canadian Energy Research Institute</b>				
To undertake independent, high quality economic research on energy and related environmental issues and policies in order to assist Canadian business and government organizations.	Suite 150 3512-33 St. NW Calgary AB T2L 2A6 (403) 282-1231	<i>Alberta Societies Act</i> , 1996 <i>Canada Corporations Act</i> , 1998	J. Benaschak Professional Corporation	3/25
<b>Forest Engineering Research Institute of Canada</b>				
To conduct research and development aimed at improving the efficiency of operations relating to the harvesting and transportation of wood and to improving the equipment used for silvicultural and private woodlots forestry of Canada.	580 Saint-Jean Blvd. Pointe-Claire QC H9R 3J9 (514) 694-1140	<i>Canada Corporations Act</i> , 1976	Samson Bélair Deloitte & Touche	3/20

6. The Chairman is appointed jointly by the Federal Government and the Provincial Government.

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Natural Resources (continued)</b>				
<b>Forintek Canada Corporation</b>				
To be the leading force in the technological advancement of the Canadian wood products industry, through creation and implementation of innovative concepts, processes, products, and education programs.	University of British Columbia 2665 East Mall Vancouver BC V6T 1W5 (604) 224-3221	<i>Canada Corporations Act,</i> 1979	Coopers & Lybrand	2/22
<b>Maritime Forestry Complex Corporation</b>				
To establish a Maritime Provinces Regional Forestry Complex.	Hugh John Flemming Forestry Centre 1350 Regent St. Fredericton NB E3C 2G6 (506) 452-6950	<i>Maritime Forestry Complex Corporations Act,</i> New Brunswick, 1980	Deloitte & Touche	3/10
<b>Petroleum Technology Research Centre Inc.</b>				
To initiate and support research and development projects aimed at enhancing the production and recovery of Canadian petroleum resources.	6 Research Drive Regina SK S4S 7J7	<i>Canada Companies Act,</i> 1998	Vertis Group	1/12
<b>Tree Canada Foundation</b>				
To promote public awareness and education regarding Canada's forests, to provide leadership and community action in building the conservation ethic in Canada and in co-ordinating actions and soliciting cooperation and funding, in support of urban and rural tree planting.	Suite 750 220 Laurier Ave. W Ottawa ON K1P 5Z9 (613) 567-5545	<i>Canada Corporations Act,</i> 1991	KPMG Peat Marwick Thorne	4/11

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Natural Resources (continued)</b>				
<b>Pulp and Paper Research Institute of Canada</b>				
To enhance the technical competitiveness of its member companies through activities that support and supplement their own research and technical efforts.	570 Saint-Jean Blvd. Pointe-Claire QC H9R 3J9 (514) 630-4100	Canada Companies Act, 1950	Samson Bélair Deloitte & Touche	2/21
<b>Minister of Public Works and Government Services</b>				
<b>Milit-Air Inc.</b>	Calgary AB	Canada Corporation Act, Part II, 1998	KPMG	0/5
The object of Milit-Air Inc. is to engage in activities in support of the training of Canadian and foreign military pilots in Canada in a safe, secure, efficient and cost effective manner as such activities are contemplated by the program called "NATO Flying Training in Canada".				
<b>Minister of Transport</b>				
<b>Buffalo and Fort Erie Public Bridge Authority</b>				
To construct, maintain and operate the Peace Bridge between Buffalo, New York and Fort Erie, Ontario.	121 Garrison Road Fort Erie ON L2A 6G6 (905) 871-1608	An Act respecting the Buffalo and Fort Erie Public Bridge Company, 1934	Ernst & Young	5/10

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Transport (continued)</b>				
<b>NAV CANADA</b>				
To acquire, own, manage, operate and develop the Canadian civil air navigation system in a safe, secure, efficient and cost-effective manner.	77 Metcalfe St. Ottawa ON K1P 5L6	<i>Canada Corporations Act, Part II, 1996</i>  <i>Civil Air Navigation Services Commercializa- tion Act, 1996</i>	KPMG	3/15
<b>Oshawa Harbour Commission</b>				
To manage and control the harbour and the works and property therein under its jurisdiction. To develop the port and act as a catalyst in the utilization of port facilities in furthering trade nationally and internationally.	1050 Farewell St. Oshawa ON L1H 6N6 (905) 576-0400	<i>Harbour Commissions Act, 1985</i>	Deloitte & Touche	2/3
<b>Saint John Harbour Bridge Authority</b>				
To construct a bridge across the Harbour of Saint John, to enter into agreements respecting the financing, construction and financial operation of the bridge, and to collect tolls and other charges for the operation and maintenance of the bridge.	29 King Street West Saint John NB E2M 7Y8 (506) 635-1320	An Act to establish a Harbour Bridge Authority in the City of Saint John, 1962	Deloitte & Touche	1/7
<b>St. Lawrence Seaway Management Corporation</b>				
To manage and operate the St. Lawrence Seaway pursuant to a management agreement entered into between the St. Lawrence Seaway Management Corporation and Her Majesty the Queen.	202 Pitt St. Cornwall ON K6J 3P7	<i>Canada Corporations Act, Part II, 1998</i>	Deloitte & Touche	1/9

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Transport (continued)</b>				
<b>CANADA PORT AUTHORITIES</b>				
To manage the marine infrastructure and services in a commercial manner that encourages, and takes into account, input from users and the community in which the port is located.				
<b>Belledune Port Authority</b>	112 Shannon Drive Belledune NB E8G 2W1	<i>Canada Marine Act, 2000</i>	Allen Paquet & Arseneau	5/7
<b>Fraser River Port Authority</b>	500-713 Columbia St. New Westminster BC V3M 1B2	<i>Canada Marine Act, 1999</i>	Grant Thornton	5/7
<b>Halifax Port Authority</b>	Pier 19 1215 Marginal Rd. PO Box 336 Halifax NS B3J 2P6	<i>Canada Marine Act, 1999</i>	Grant Thornton	5/7
<b>Hamilton Port Authority</b>	605 James St. N Hamilton ON L8L 1K1 (905) 525-4330	<i>Canada Marine Act, 2001</i>	Pricewaterhouse Coopers	5/7
<b>Montreal Port Authority</b>	Port of Montréal Building, Wing #1 Cité du Havre Montréal QC H3C 3R5	<i>Canada Marine Act, 1999</i>	Raymond Chabot Grant Thornton	5/7
<b>Nanaimo Port Authority</b>	104 Front St. PO Box 131 Nanaimo BC V9R 5K4	<i>Canada Marine Act, 1999</i>	Meyers Norris Penny	5/7
<b>North Fraser Port Authority</b>	7911 Grauer Road Richmond BC V7B 1N4	<i>Canada Marine Act, 1999</i>	BDO Dunwoody	5/7
<b>Port Alberni Port Authority</b>	2750 Harbour Road Port Alberni BC V9Y 7X2	<i>Canada Marine Act, 1999</i>	Hill Lacoursière & Mollon	5/7
<b>Prince Rupert Port Authority</b>	200-215 CowBay Road Prince Rupert BC V8J 1A2	<i>Canada Marine Act, 1999</i>	KPMG	5/7

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Transport (continued)</b>				
<b>CANADA PORT AUTHORITIES (continued)</b>				
<b>Quebec Port Authority</b>	150, rue Dalhousie CP 2268 Québec QC G1K 7P7	<i>Canada Marine Act, 1999</i>	Mallette	5/7
<b>Saguenay Port Authority</b>	6600, chemin du Terminal Ville de La Baie QC G7B 3N9	<i>Canada Marine Act, 1999</i>	Malette	5/7
<b>Saint John Port Authority</b>	5 <sup>th</sup> Floor 133 Prince William St. Saint John NB E2L 2B5	<i>Canada Marine Act, 1999</i>	Ernst & Young	5/7
<b>Sept-Îles Port Authority</b>	1, quai Mgr-Blanche Sept-Îles QC G4R 5P3	<i>Canada Marine Act, 1999</i>	Mallette Maheu	5/7
<b>St. John's Port Authority</b>	1 Water St. PO Box 6178 St. John's NL A1C 5X8	<i>Canada Marine Act, 1999</i>	Deloitte & Touche	5/7
<b>Thunder Bay Port Authority</b>	100 Main St. Thunder Bay ON P7B 6R9	<i>Canada Marine Act, 1999</i>	BDO Dunwoody	5/7
<b>Toronto Port Authority</b>	60 Harbour St. Toronto ON M5J 1B7	<i>Canada Marine Act, 1999</i>	Deloitte & Touche	5/7
<b>Trois-Rivières Port Authority</b>	Bureau 300 1545, rue du Fleuve Trois-Rivières QC G9A 5K2	<i>Canada Marine Act, 1999</i>	Morin Cadieux Matteau Normand	5/7
<b>Vancouver Port Authority</b>	100 The Point 999 Canada Place Vancouver BC V6C 3T4	<i>Canada Marine Act, 1999</i>	KPMG	6/9
<b>Windsor Port Authority</b>	502-251 Goyeau St. Windsor ON N9A 6V2	<i>Canada Marine Act, 1999</i>	Collins Barrow	5/7

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Transport (continued)</b>				
<b>CANADIAN AIRPORT AUTHORITIES</b>				
The mandate of a Canadian Airport Authority is to manage, operate and develop the airport(s) for which it is responsible in a safe, secure, efficient, cost effective and financially viable manner with reasonable airport user charges and equitable access to all air carriers; to undertake and promote the development of the airport lands for which it is responsible for uses compatible with air transportation activities; and to expand transportation facilities and generate economic activity in ways that are compatible with air transportation activities. The date of the official transfer of operational, managerial and developmental control of the airport(s) concerned from Transport Canada to the Airport Authority generally occurs one or more years after the year in which the Authority was incorporated.				
<b>Aéroport de Québec Inc.</b>	Aéroport international Jean-Lesage Local 203 6 <sup>e</sup> Avenue 500, rue Principale Sainte-Foy QC G2G 2T9	<i>Canada Corporations Act</i> , Part II, 1996	Raymond Chabot	2/15
<b>Aéroports de Montréal</b>	1100, boul. René-Lévesque Ouest Montréal QC H3B 4X8	<i>Canada Corporations Act</i> , Part II, 1989	Raymond Chabot	2/13
<b>Calgary Airport Authority</b>	Calgary International Airport 2000 Airport Rd. NE Calgary AB T2E 6W5	<i>Regional Airports Authority Act</i> (Alberta), 1990 Incorporated, 1992	Pricewaterhouse Coopers LLP	2/17
<b>Charlottetown Airport Authority Inc.</b>	Suite 132 250 Maple Hills Ave. Charlottetown PE C1C 1N2	<i>Canada Corporations Act</i> , Part II, 1996	Grant Thornton	2/11
<b>Edmonton Regional Airports Authority</b>	PO Box 9860 Edmonton AB T5J 2T2	<i>Regional Airports Authority Act</i> (Alberta), 1990	KPMG	2/13
<b>Gander International Airport Authority Inc.</b>	PO Box 392 Gander NL A1V 1W8	<i>Canada Corporations Act</i> , Part II, 1996	Blair Jewer	2/13

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Transport (continued)</b>				
<b>CANADIAN AIRPORT AUTHORITIES (continued)</b>				
<b>Greater Fredericton Airports Authority Inc.</b>	Unit 22 2570 Highway 102 Lincoln NB E3B 9G1	<i>Canada Corporations Act,</i> Part II, 1996  Incorporated, 2001	Thornton McCain	2/11
<b>Greater London International Airport Authority</b>	1750 Grumlin Road London ON N5V 3B6	<i>Canada Corporations Act,</i> Part II, 1995  Incorporated, 1998	Ernst & Young	2/11
<b>Greater Moncton Airport Authority Inc.</b>	Unit 12 1575 Champlain St. Dieppe NB E1A 7P5	<i>Canada Corporations Act,</i> Part II, 1995	Grant Thornton	2/13
<b>Greater Toronto Airports Authority</b>	3111 Convair Drive PO Box 6031 Toronto AMF ON L5P 1B2	<i>Canada Corporations Act,</i> Part II, 1993	Deloitte & Touche	2/15
<b>Halifax International Airport Authority</b>	PO Box 40 Elmsdale NS B0N 1M0	<i>Canada Corporations Act,</i> Part II, 1995	Ernst & Young LLP	2/13
<b>Ottawa Macdonald-Cartier International Airport Authority</b>	1000 Airport Parkway Private Ottawa ON K1V 9B4	<i>Canada Corporations Act,</i> Part II, 1995	Deloitte & Touche	2/14
<b>Prince George Airport Authority Inc.</b>	Suite 201 1399-6 <sup>th</sup> Avenue Prince George BC V2L 5L6	<i>Canada Corporations Act,</i> Part II, 2000	Deloitte & Touche	2/11
<b>Regina Airport Authority</b>	1-5201 Regina Avenue Regina SK S4W 1B3	<i>Canada Corporations Act,</i> Part II, 1997  Incorporated, 1999	KPMG	2/15

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Transport (continued)</b>				
<b>CANADIAN AIRPORT AUTHORITIES (continued)</b>				
<b>Saint John Airport Inc.</b>	4180 Loch Lomond Road Saint John NB E2N 1L7	Incorporated provincially, 1997	Teed Saunders Doyle & Co.	2/10
<b>Saskatoon Airport Authority</b>	Suite 1 2625 Airport Drive Saskatoon SK S7L 7L1	<i>Canada Corporations Act,</i> Part II, 1995	Deloitte & Touche	2/12
<b>St. John's International Airport Authority</b>	Unit 301 38 Pearson St. St. John's NL A1A 3R1	<i>Canada Corporations Act,</i> Part II, 1996  Incorporated, 1998	Ernst & Young	2/12
<b>Thunder Bay International Airports Authority Inc.</b>	340-100 Princess St. Thunder Bay ON P7E 6S2	<i>Canada Corporations Act,</i> Part II, 1995  Incorporated, 1997	Ernst & Young	2/9
<b>Vancouver International Airport Authority</b>	PO Box 23750 Airport Postal Outlet Richmond BC V7B 1Y7	<i>Canada Corporations Act,</i> Part II, 1990	KPMG	2/12
<b>Victoria Airport Authority</b>	1640 Electra Blvd. PO Box 201 Sidney BC V8L 5V4	<i>Canada Corporations Act,</i> Part II, 1995	KPMG	2/12
<b>Winnipeg Airports Authority Inc.</b>	Admin. Bldg. Suite 249 2000 Wellington Avenue Winnipeg MB R3H 1C2	<i>Canada Corporations Act,</i> Part II, 1993	KPMG	2/15

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Veterans Affairs</b>				
<b>Last Post Fund</b>				
To ensure the provision of a dignified funeral and burial to eligible war veterans.	Suite 401 505 René Lévesque Blvd. Montréal QC H2Z 1Y7 (514) 866-2727	Federal Charter, 1921	Consulting and Audit Canada	1/12
<b>President of the Treasury Board and Minister responsible for the Canadian Wheat Board</b>				
<b>Canadian Wheat Board, The</b>				
The Canadian Wheat Board is incorporated with the object of marketing, in interprovincial and export trade, wheat and barley grown in Canada.	423 Main Street PO Box 816 Station Main Winnipeg MB R3C 2P5 (204) 983-0239	<i>Canadian Wheat Board Act, 1935</i> and amendments to the <i>Canadian Wheat Board Act, 1998</i>	Deloitte & Touche LLP	5/15
<b>Prime Minister</b>				
<b>Nature Trust of British Columbia, The</b>				
To purchase and preserve ecologically important parcels of land in B.C.	260-1000 Roosevelt Crescent North Vancouver BC V7P 1M3 (604) 924-9771	<i>Canada Corporations Act, 1971</i>	KPMG	1/11
<b>Vanier Institute of the Family, The</b>				
To promote the spiritual and material well-being of Canadian families and to study their social, physical, mental, moral and financial environment and characteristics.	94 Centrepointe Drive Nepean ON K2G 6B1 (613) 228-8500	<i>Canada Business Corporations Act, 1965</i>	McCay Duff & Company	2/18

## Bankruptcy and Insolvency Act

The Superintendent of Bankruptcy has received shares in the following shared-governance corporations from the trustee pursuant to the *Bankruptcy and Insolvency Act*:

1. 1239370 Ontario Inc.
2. 1395884 Ontario Limited
3. ASF Capital Corporation
4. Amertek Inc.
5. Auratek Security Inc.
6. Autoskill International Inc.
7. B.C. Pacific Capital Corporation
8. Bugaboos Eyewear Corporation
9. Canadian Manoir
10. Canplats Resources Corporation
11. Carvern International
12. Consolidated Stone Industries Inc.
13. Corporation Rutel Networks
14. Cosem Neurostim Ltée
15. Custom Assemblies Limited
16. Data Trax Systems Ltd.
17. Dynasty Motocar Corporation
18. Ebdental Inc.
19. Gilbralta Springs Capital Corporation
20. Goldenhill Cattle Company Ltd.
21. Groupe Immobilier Grilli Inc.
22. Hyal Pharmaceutical Corporation
23. IANett International Systems Ltd.
24. International Pursuit Corporation
25. InterUnion Financial Corporation
26. Kenloch Distillers Ltd.
27. Kewi Corporation
28. Les Développements Phénix (1995) Inc.
29. Les laboratoires Quelab Inc.
30. Madison Partners Limited

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- 31. Omnitech Migration International Inc.
  - 32. Plain Tree Systems Inc.
  - 33. Planète Medica Inc.
  - 34. Process Capital Corporation
  - 35. Sahelian Goldfields Inc.
  - 36. Sitraco Inc.
  - 37. Techcana Inc.
  - 38. The Vivant Group Inc.
  - 39. Unibex Inc.
  - 40. Xogen Power Inc.

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## V. List of Crown Corporations and Other Corporate Interests of Canada

## List of Crown Corporations and Other Corporate Interests of Canada<sup>a</sup> by Ministerial Portfolio

Name of Corporation	Category
<b>Agriculture and Agri-Food</b>	
Agricultural Adaptation Council	Shared-governance Corporation
Agriculture and Food Council of Alberta	Shared-governance Corporation
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation
Canada-Manitoba Agri-Food Research and Development Initiative	Shared-governance Corporation
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation
Canadian Dairy Commission	Parent Crown Corporation
Canadian International Grains Institute	Shared-governance Corporation
Canadian Livestock Records Corporation	Shared-governance Corporation
Centre de développement du porc du Québec Inc.	Shared-governance Corporation
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation
Farm Credit Canada	Parent Crown Corporation
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.	Shared-governance Corporation
Growing Alberta	Shared-governance Corporation
Investment Agriculture Foundation of British Columbia	Shared-governance Corporation
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation
Manitoba Rural Adaptation Council Inc.	Shared-governance Corporation
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation
Nova Scotia Technology Development 2000	Shared-governance Corporation
Nunavut Harvesters Association (NHA)	Shared-governance Corporation
POS Pilot Plant Corporation	Shared-governance Corporation
Saskatchewan Council for Community Development	Shared-governance Corporation
Territorial Farmers Association NWT	Shared-governance Corporation
Western Grains Research Foundation	Shared-governance Corporation

a. Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category
<b>Atlantic Canada Opportunities Agency</b>	
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation
Cape Breton Growth Fund Corporation	Subsidiary of Enterprise Cape Breton Corporation; reports as a parent Crown corporation pursuant to subsection 86(2) of the <i>Financial Administration Act</i>
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation
Enterprise Cape Breton Corporation	Parent Crown Corporation
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation
Jackmen Development Limited	Associate of Enterprise Cape Breton Corporation
Lynnwood Inn Limited	Associate of Enterprise Cape Breton Corporation
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation
<b>Canadian Heritage</b>	
2005 Regina Canada Summer Games Host Society	Shared-governance Corporation
2007 Whitehorse Canada Winter Games Host Society Inc.	Shared-governance Corporation
3rd IAAF World Youth Athletics Championship, The – Sherbrooke 2003	Shared-governance Corporation
ARTV	Associate of the Canadian Broadcasting Corporation
Association for the Export of Canadian Books	Shared-governance Corporation
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation
Calgary Olympic Development Association	Shared-governance Corporation
Canada Commonwealth Legacy Fund	Shared-governance Corporation
Canada Council for the Arts	Parent Crown Corporation
Canada Games Council	Shared-governance Corporation
Canadian Broadcasting Corporation	Parent Crown Corporation
Canadian Documentary Channel, The	Associate of the Canadian Broadcasting Corporation
Canadian Museum of Civilization	Parent Crown Corporation
Canadian Museum of Nature	Parent Crown Corporation
Canadian Race Relations Foundation	Parent Crown Corporation
Canadian Sport Centre – Atlantic	Shared-governance Corporation
Canadian Sport Centre – Calgary	Shared-governance Corporation
Canadian Sport Centre – Greater Victoria	Shared-governance Corporation
Canadian Sport Centre – Manitoba	Shared-governance Corporation

Name of Corporation	Category
Canadian Sport Centre – Saskatchewan	Shared-governance Corporation
Canadian Sport Centre – Toronto	Shared-governance Corporation
Canadian Television Fund, The	Shared-governance Corporation
Coaching Association of Canada	Shared-governance Corporation
Hamilton 2003 World Road Cycling Championships	Shared-governance Corporation
Look Communications Inc.	Associate of the Canadian Broadcasting Corporation
Master FM Limited	Associate of the Canadian Broadcasting Corporation
National Arts Centre Corporation	Parent Crown Corporation
National Capital Commission	Parent Crown Corporation
National Gallery of Canada	Parent Crown Corporation
National Museum of Science and Technology	Parent Crown Corporation
National Multi-Sport Centre – Montreal	Shared-governance Corporation
PacificSport Canadian Sport Centre – Vancouver	Shared-governance Corporation
Quebec High-Level Sports Council	Shared-governance Corporation
Sport Dispute Resolution Centre of Canada	Shared-governance Corporation
Telefilm Canada	Parent Crown Corporation
TV5 Monde	Associate of the Canadian Broadcasting Corporation
TV5 Québec Canada	Shared-governance Corporation
Vancouver Organizing Committee for 2010 Olympics and Paralympic Games	Shared-governance Corporation
Visnews Limited	Associate of the Canadian Broadcasting Corporation
World Anti-Doping Agency	International Organization
<b>Citizenship and Immigration</b>	
Toronto Waterfront Revitalization Corporation	Shared-governance Corporation
<b>Economic Development Agency of Canada for the Regions of Quebec</b>	
Centre d'affaires Info entreprises	Shared-governance Corporation
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Shared-governance Corporation
Corporation Camp Spatial Canada	Shared-governance Corporation
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation
Fonds commun des SADC du Québec	Shared-governance Corporation
Fonds de développement-emploi Montréal (FDEM)	Shared-governance Corporation
Montréal International	Shared-governance Corporation
Quartier International de Montréal	Shared-governance Corporation
Société de développement à l'exportation de Longueuil	Shared-governance Corporation
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.	Shared-governance Corporation
Société du Havre de Montréal	Shared-governance Corporation
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise

Name of Corporation	Category
<b>Environment</b>	
Canadian Foundation for Climate and Atmospheric Sciences	Shared-governance Corporation
International Lake Memphremagog Levels Board	International Organization
International Lake of the Woods Control Board	International Organization
International Niagara Committee	International Organization
International Porcupine Caribou Management Board	International Organization
Lake of the Woods Control Board	Shared-governance Corporation
North American Commission for Environmental Cooperation – Joint Public Advisory Committee	International Organization
Ouranos	Shared-governance Corporation
Wildlife Habitat Canada	Shared-governance Corporation
<b>Finance</b>	
Bank of Canada	Parent Crown Corporation
Canada Deposit Insurance Corporation	Parent Crown Corporation
Canada Development Investment Corporation	Parent Crown Corporation
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation
Canada Pension Plan Investment Board	Parent Crown Corporation
CPP Investment Board Private Holdings Inc.	Subsidiary of Canada Pension Plan Investment Board
CPP Investment Board Real Estate Holdings Inc.	Subsidiary of Canada Pension Plan Investment Board
European Bank for Reconstruction and Development	International Organization
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation
International Bank for Reconstruction and Development	International Organization
International Development Association	International Organization
International Finance Corporation	International Organization
International Monetary Fund	International Organization
Multilateral Investment Guarantee Agency	International Organization
<b>Fisheries and Oceans</b>	
Freshwater Fish Marketing Corporation	Parent Crown Corporation
International Fisheries Commissions Pension Society	Shared-governance Corporation
<b>Foreign Affairs</b>	
African Development Bank	International Organization
Asia-Pacific Foundation of Canada	Shared-governance Corporation
Asian Development Bank	International Organization
Caribbean Development Bank	International Organization
Inter-American Development Bank	International Organization
International Boundary Commission	International Organization

Name of Corporation	Category
International Centre for Human Rights and Democratic Development	Shared-governance Corporation
International Development Research Centre	Parent Crown Corporation
Roosevelt Campobello International Park Commission	Shared-governance Corporation
<b>Health</b>	
Canadian Centre on Substance Abuse	Shared-governance Corporation
Canadian Coordinating Office for Health Technology Assessment	Shared-governance Corporation
Canadian Health Infoway Inc.	Shared-governance Corporation
Canadian Health Services Research Foundation	Shared-governance Corporation
Canadian Institute for Health Information	Shared-governance Corporation
Canadian Patient Safety Institute (CPSI)	Shared-governance Corporation
Health Council of Canada	Shared-governance Corporation
<b>Health (Public Health Agency)</b>	
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation
<b>Human Resources and Skills Development</b>	
Canada Millennium Scholarship Foundation	Shared-governance Corporation
<b>Indian Affairs and Northern Development</b>	
Northern Native Fishing Corporation	Shared-governance Corporation
<b>Industry</b>	
Business Development Bank of Canada	Parent Crown Corporation
Canada Foundation for Innovation	Shared-governance Corporation
Canada-Israel Industrial Research and Development Foundation Inc.	Shared-governance Corporation
Canadian Tourism Commission	Parent Crown Corporation
Genome Canada	Shared-governance Corporation
Internal Trade Secretariat Foundation	Shared-governance Corporation
Pierre Elliott Trudeau Foundation, The	Shared-governance Corporation
Standards Council of Canada	Parent Crown Corporation
<b>Infrastructure and Communities</b>	
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited
Canada Lands Company Limited	Parent Crown Corporation
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the <i>Financial Administration Act</i> .
Parc Downsview Park Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the <i>Financial Administration Act</i> .
Queens Quay West Land Corporation	Parent Crown Corporation

Name of Corporation	Category
<b>International Trade</b>	
Canadian Commercial Corporation	Parent Crown Corporation
Exinvest Inc.	Subsidiary of Export Development Corporation
Export Development Canada	Parent Crown Corporation
<b>Labour and Housing</b>	
Canada Mortgage and Housing Corporation	Parent Crown Corporation
<b>National Revenue</b>	
2875039 Canada Limited	Subsidiary of Canada Post Corporation
2875047 Canada Limited	Subsidiary of Canada Post Corporation
3906949 Canada Inc.	Subsidiary of Canada Post Corporation
964102 Ontario Inc.	Subsidiary of Purolator Holdings Ltd.
Assured Logistics Inc.	Subsidiary of Progistix-Solutions Inc.
Canada Post Corporation	Parent Crown Corporation
Canada Post International Limited	Subsidiary of Canada Post Corporation
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.
EPO Holding Inc.	Subsidiary of Canada Post Corporation
EPO Inc.	Subsidiary of EPO Holding Inc.
Innovapost Inc.	Subsidiary of Canada Post Corporation
Intelcom Courier Canada Inc.	Subsidiary of 3906949 Canada Inc.
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
Nieuwe Post Nederlandse Antillen N.V.	Subsidiary of Canada Post International Limited
Progistix-Solutions Inc.	Subsidiary of 3906949 Canada Inc.
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Ltd.
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.
Purolator Holdings Ltd.	Associate of Canada Post Corporation; subsidiary of 2875039 Canada Limited
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.
Purolator Trade Solutions Ltd.	Subsidiary of Purolator Courier Ltd.
RCMH-MRCF Inc.	Subsidiary of Royal Canadian Mint
Royal Canadian Mint	Parent Crown Corporation
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.
TGM Specialty Services Inc.	Affiliate of RCMH-MRCF Inc.

Name of Corporation	Category
<b>Natural Resources</b>	
2003 World Forestry Congress	Shared-governance Corporation
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited
ASEP - NB Inc.	Shared-governance Corporation
Association of Canada Lands Surveyors	Shared-governance Corporation
Atomic Energy of Canada Limited	Parent Crown Corporation
Canada Foundation for Sustainable Development Technology	Shared-governance Corporation
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation
Canadian Energy Research Institute	Shared-governance Corporation
Cape Breton Development Corporation	Parent Crown Corporation
Forest Engineering Research Institute of Canada	Shared-governance Corporation
Forintek Canada Corporation	Shared-governance Corporation
Lower Churchill Development Corporation Limited	Joint Enterprise
Maritime Forestry Complex Corporation	Shared-governance Corporation
Petroleum Technology Research Centre Inc.	Shared-governance Corporation
Pulp and Paper Research Institute of Canada	Shared-governance Corporation
Tree Canada Foundation	Shared-governance Corporation
<b>Prime Minister</b>	
Nature Trust of British Columbia, The	Shared-governance Corporation
Vanier Institute of the Family, The	Shared-governance Corporation
<b>Public Works and Government Services</b>	
Defence Construction (1951) Limited	Parent Crown Corporation
Milit-Air Inc.	Shared-governance Corporation
<b>Transport</b>	
Aéroport de Montréal	Shared-governance Corporation
Aéroport de Québec Inc.	Shared-governance Corporation
Atlantic Pilotage Authority	Parent Crown Corporation
Belledune Port Authority	Shared-governance Corporation
Blue Water Bridge Authority	Parent Crown Corporation
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation
Calgary Airport Authority	Shared-governance Corporation
Canadian Air Transport Security Authority	Parent Crown Corporation
Charlottetown Airport Authority Inc.	Shared-governance Corporation
Edmonton Regional Airports Authority	Shared-governance Corporation
Federal Bridge Corporation Limited, The	Parent Crown Corporation
Fraser River Port Authority	Shared-governance Corporation
Gander International Airport Authority Inc.	Shared-governance Corporation

Name of Corporation	Category
Great Lakes Pilotage Authority	Parent Crown Corporation
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation
Greater London International Airport Authority	Shared-governance Corporation
Greater Moncton Airport Authority Inc.	Shared-governance Corporation
Greater Toronto Airports Authority	Shared-governance Corporation
Halifax International Airport Authority	Shared-governance Corporation
Halifax Port Authority	Shared-governance Corporation
Hamilton Port Authority	Shared-governance Corporation
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of the Federal Bridge Corporation Limited
Laurentian Pilotage Authority	Parent Crown Corporation
Marine Atlantic Inc.	Parent Crown Corporation
Montreal Port Authority	Shared-governance Corporation
Nanaimo Port Authority	Shared-governance Corporation
NAV CANADA	Shared-governance Corporation
North Fraser Port Authority	Shared-governance Corporation
Oshawa Harbour Commission	Shared-governance Corporation
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation
Pacific Pilotage Authority	Parent Crown Corporation
Port Alberni Port Authority	Shared-governance Corporation
Prince George Airport Authority Inc.	Shared-governance Corporation
Prince Rupert Port Authority	Shared-governance Corporation
Quebec Port Authority	Shared-governance Corporation
Regina Airport Authority	Shared-governance Corporation
Ridley Terminals Inc.	Parent Crown Corporation
Saguenay Port Authority	Shared-governance Corporation
Saint John Airport Inc.	Shared-governance Corporation
Saint John Harbour Bridge Authority	Shared-governance Corporation
Saint John Port Authority	Shared-governance Corporation
Saskatoon Airport Authority	Shared-governance Corporation
Seaway International Bridge Corporation, Ltd., The	Subsidiary of the Federal Bridge Corporation Limited
Sept-Îles Port Authority	Shared-governance Corporation
St. John's International Airport Authority	Shared-governance Corporation
St. John's Port Authority	Shared-governance Corporation
St. Lawrence Seaway Management Corporation	Shared-governance Corporation
St. Mary's River Bridge Company	Subsidiary of the Federal Bridge Corporation Limited
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation
Thunder Bay Port Authority	Shared-governance Corporation
Toronto Port Authority	Shared-governance Corporation
Trois-Rivières Port Authority	Shared-governance Corporation
Vancouver International Airport Authority	Shared-governance Corporation

Name of Corporation	Category
Vancouver Port Authority	Shared-governance Corporation
VIA Rail Canada Inc.	Parent Crown Corporation
Victoria Airport Authority	Shared-governance Corporation
Windsor Port Authority	Shared-governance Corporation
Winnipeg Airports Authority Inc.	Shared-governance Corporation
<b>Treasury Board (President of the)</b>	
4237986 Canada Inc.	Subsidiary of the Public Sector Pension Investment Board
Canadian Wheat Board, The	Shared-governance Corporation
Emerald Private Investments Inc.	Subsidiary of the Public Sector Pension Investment Board
Galvaude Private Investments Inc.	Subsidiary of the Public Sector Pension Investment Board
Merasheen Private Investments Inc.	Subsidiary of the Public Sector Pension Investment Board
Nova Scarlet Private Investments Inc.	Subsidiary of the Public Sector Pension Investment Board
Nova Synapse Private Investments Inc.	Subsidiary of the Public Sector Pension Investment Board
Port-aux-Choix Private Investments Inc.	Subsidiary of the Public Sector Pension Investment Board
PSPIB-Albion Inc.	Subsidiary of PSPIB Realty International Inc.
PSPIB Ambiance G.P. Inc.	Subsidiary of PSPIB Realty Canada Inc.
PSPIB Ambiance L.P. Inc.	Subsidiary of the Public Sector Pension Investment Board
PSPIB-BV G.P. Inc.	Subsidiary of PSPIB-BV Inc.
PSPIB-BV Inc.	Subsidiary of PSPIB Realty Canada Inc.
PSPIB Cross Inc.	Subsidiary of the Public Sector Pension Investment Board
PSPIB-Europe Inc.	Subsidiary of PSPIB Realty International Inc.
PSPIB Finance Inc.	Subsidiary of the Public Sector Pension Investment Board
PSPIB-LEI Inc.	Subsidiary of PSPIB Realty International Inc.
PSPIB-LS Inc.	Subsidiary of PSPIB Realty International Inc.
PSPIB-LSIF Inc.	Subsidiary of PSPIB Realty International Inc.
PSPIB-Newbury G.P. Inc.	Subsidiary of PSPIB Realty International Inc.
PSPIB-Newbury L.P. Inc.	Subsidiary of PSPIB Realty International Inc.

Name of Corporation	Category
PSPIB Realty Canada Inc.	Subsidiary of PSPIB Realty International Inc.
PSPIB Realty Holdings Inc.	Subsidiary of PSPIB Realty Holdings U.S. LP
PSPIB Realty Holdings U.S. LP	Subsidiary of the Public Sector Pension Investment Board
PSPIB Realty International Inc.	Subsidiary of PSPIB Realty Holdings U.S. LP
PSPIB Realty U.S. Inc.	Subsidiary of PSPIB Realty International Inc.
PSPIB-Restar Inc.	Subsidiary of PSPIB Realty International Inc.
PSPIB St-Michel Locataire Inc.	Subsidiary of PSPIB Realty Canada Inc.
PSPIB St-Michel Propriétaire Inc.	Subsidiary of PSPIB Realty Canada Inc.
PSPIB-Star Inc.	Subsidiary of PSPIB Realty International Inc.
PSPIB-SW G.P. Inc.	Subsidiary of the Public Sector Pension Investment Board
PSPIB-SW L.P. Inc.	Subsidiary of the Public Sector Pension Investment Board
PSPIB U.S. Nominee Inc.	Subsidiary of PSPIB Realty Holdings U.S. LP
Public Sector Pension Investment Board	Parent Crown Corporation
Tidal Reach Investments Inc.	Subsidiary of the Public Sector Pension Investment Board
<b>Veterans Affairs</b>	
Commonwealth War Graves Commission	International Organization
Last Post Fund	Shared-governance Corporation
<b>Western Economic Diversification</b>	
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise

## Alphabetical List of Crown Corporations and Other Corporate Interests of Canada<sup>a</sup>

Name of Corporation	Category	Ministerial Portfolio
2003 World Forestry Congress	Shared-governance Corporation	Natural Resources
2005 Regina Canada Summer Games Host Society	Shared-governance Corporation	Canadian Heritage
2007 Whitehorse Canada Winter Games Host Society Inc.	Shared-governance Corporation	Canadian Heritage
2875039 Canada Limited	Subsidiary of Canada Post Corporation	National Revenue
2875047 Canada Limited	Subsidiary of Canada Post Corporation	National Revenue
3906949 Canada Inc.	Subsidiary of Canada Post Corporation	National Revenue
3 <sup>rd</sup> IAAF World Youth Athletics Championship, The – Sherbrooke 2003	Shared-governance Corporation	Canadian Heritage
4237986 Canada Inc.	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
964102 Ontario Inc.	Subsidiary of Purolator Holdings Ltd.	National Revenue
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
Aéroport de Montréal	Shared-governance Corporation	Transport
Aéroport de Québec Inc.	Shared-governance Corporation	Transport
African Development Bank	International Organization	Foreign Affairs
Agricultural Adaptation Council	Shared-governance Corporation	Agriculture and Agri-Food
Agriculture and Food Council of Alberta	Shared-governance Corporation	Agriculture and Agri-Food
ARTV	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
ASEP - NB Inc.	Shared-governance Corporation	Natural Resources
Asian Development Bank	International Organization	Foreign Affairs
Asia-Pacific Foundation of Canada	Shared-governance Corporation	Foreign Affairs
Association for the Export of Canadian Books	Shared-governance Corporation	Canadian Heritage
Association of Canada Lands Surveyors	Shared-governance Corporation	Natural Resources
Assured Logistics Inc.	Subsidiary of Progistix-Solutions Inc.	National Revenue
Atlantic Pilotage Authority	Parent Crown Corporation	Transport
Atomic Energy of Canada Limited	Parent Crown Corporation	Natural Resources

a. Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category	Ministerial Portfolio
Bank of Canada	Parent Crown Corporation	Finance
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation	Atlantic Canada Opportunities Agency
Belledune Port Authority	Shared-governance Corporation	Transport
Blue Water Bridge Authority	Parent Crown Corporation	Transport
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation	Transport
Business Development Bank of Canada	Parent Crown Corporation	Industry
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Calgary Airport Authority	Shared-governance Corporation	Transport
Calgary Olympic Development Association	Shared-governance Corporation	Canadian Heritage
Canada Commonwealth Legacy Fund	Shared-governance Corporation	Canadian Heritage
Canada Council for the Arts	Parent Crown Corporation	Canadian Heritage
Canada Deposit Insurance Corporation	Parent Crown Corporation	Finance
Canada Development Investment Corporation	Parent Crown Corporation	Finance
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation	Finance
Canada Foundation for Innovation	Shared-governance Corporation	Industry
Canada Foundation for Sustainable Development Technology	Shared-governance Corporation	Natural Resources
Canada Games Council	Shared-governance Corporation	Canadian Heritage
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation	Finance
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited	Infrastructure
Canada Lands Company Limited	Parent Crown Corporation	Infrastructure
Canada-Manitoba Agri-Food Research and Development Initiative	Shared-governance Corporation	Agriculture and Agri-Food
Canada Mortgage and Housing Corporation	Parent Crown Corporation	Labour and Housing
Canada Post International Limited	Subsidiary of Canada Post Corporation	National Revenue
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food

Name of Corporation	Category	Ministerial Portfolio
Canada-Israel Industrial Research and Development Foundation Inc.	Shared-governance Corporation	Industry
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canadian Air Transport Security Authority	Parent Crown Corporation	Transport
Canadian Broadcasting Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Centre on Substance Abuse	Shared-governance Corporation	Health
Canadian Commercial Corporation	Parent Crown Corporation	International Trade
Canadian Coordinating Office for Health Technology Assessment	Shared-governance Corporation	Health
Canadian Dairy Commission	Parent Crown Corporation	Agriculture and Agri-Food
Canadian Documentary Channel, The	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Canadian Energy Research Institute	Shared-governance Corporation	Natural Resources
Canadian Foundation for Climate and Atmospheric Sciences	Shared-governance Corporation	Environment
Canadian Health Infoway Inc.	Shared-governance Corporation	Health
Canadian Health Services Research Foundation	Shared-governance Corporation	Health
Canadian Institute for Health Information	Shared-governance Corporation	Health
Canadian International Grains Institute	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Livestock Records Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Museum of Civilization	Parent Crown Corporation	Canadian Heritage
Canadian Museum of Nature	Parent Crown Corporation	Canadian Heritage
Canadian Patient Safety Institute (CPSI)	Shared-governance Corporation	Health
Canadian Race Relations Foundation	Parent Crown Corporation	Canadian Heritage
Canadian Sport Centre – Atlantic	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Calgary	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Greater Victoria	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Manitoba	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Saskatchewan	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Toronto	Shared-governance Corporation	Canadian Heritage
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.	National Revenue
Canadian Television Fund, The	Shared-governance Corporation	Canadian Heritage
Canadian Tourism Commission	Parent Crown Corporation	Industry

Name of Corporation	Category	Ministerial Portfolio
Canadian Wheat Board, The	Shared-governance Corporation	Treasury Board (President of the)
Cape Breton Development Corporation	Parent Crown Corporation	Natural Resources
Cape Breton Growth Fund Corporation	Subsidiary of Enterprise Cape Breton Corporation; reports as a parent Crown corporation pursuant to subsection 86(2) of the <i>Financial Administration Act</i> .	Atlantic Canada Opportunities Agency
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation	Atlantic Canada Opportunities Agency
Caribbean Development Bank	International Organization	Foreign Affairs
Centre d'affaires Info entreprises	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Centre de développement du porc du Québec Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Charlottetown Airport Authority Inc.	Shared-governance Corporation	Transport
Coaching Association of Canada	Shared-governance Corporation	Canadian Heritage
Commonwealth War Graves Commission	International Organization	Veterans Affairs
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation	National Revenue
Corporation Camp Spatial Canada	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
CPP Investment Board Private Holdings Inc.	Subsidiary of Canada Pension Plan Investment Board	Finance
CPP Investment Board Real Estate Holdings Inc.	Subsidiary of Canada Pension Plan Investment Board	Finance
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation	Atlantic Canada Opportunities Agency
Defence Construction (1951) Limited	Parent Crown Corporation	Public Works and Government Services
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.	National Revenue
Edmonton Regional Airports Authority	Shared-governance Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
Emerald Private Investments Inc.	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
Enterprise Cape Breton Corporation	Parent Crown Corporation	Atlantic Canada Opportunities Agency
EPO Holding Inc.	Subsidiary of Canada Post Corporation	National Revenue
EPO Inc.	Subsidiary of EPO Holding Inc.	National Revenue
European Bank for Reconstruction and Development	International Organization	Finance
Exinvest Inc.	Subsidiary of Export Development Corporation	International Trade
Export Development Canada	Parent Crown Corporation	International Trade
Farm Credit Canada	Parent Crown Corporation	Agriculture and Agri-Food
Federal Bridge Corporation Limited, The	Parent Crown Corporation	Transport
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Fonds commun des SADC du Québec	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Fonds de développement-emploi Montréal (FDEM)	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.	Shared-governance Corporation	Agriculture and Agri-Food
Forest Engineering Research Institute of Canada	Shared-governance Corporation	Natural Resources
Forintek Canada Corporation	Shared-governance Corporation	Natural Resources
Fraser River Port Authority	Shared-governance Corporation	Transport
Freshwater Fish Marketing Corporation	Parent Crown Corporation	Fisheries and Oceans
Galvaude Private Investments Inc.	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
Gander International Airport Authority Inc.	Shared-governance Corporation	Transport
Genome Canada	Shared-governance Corporation	Industry
Great Lakes Pilotage Authority	Parent Crown Corporation	Transport
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation	Transport
Greater London International Airport Authority	Shared-governance Corporation	Transport
Greater Moncton Airport Authority Inc.	Shared-governance Corporation	Transport
Greater Toronto Airports Authority	Shared-governance Corporation	Transport
Growing Alberta	Shared-governance Corporation	Agriculture and Agri-Food

Name of Corporation	Category	Ministerial Portfolio
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation	Atlantic Canada Opportunities Agency
Halifax International Airport Authority	Shared-governance Corporation	Transport
Halifax Port Authority	Shared-governance Corporation	Transport
Hamilton 2003 World Road Cycling Championships	Shared-governance Corporation	Canadian Heritage
Hamilton Port Authority	Shared-governance Corporation	Transport
Health Council of Canada	Shared-governance Corporation	Health
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation	Finance
Innovapost Inc.	Subsidiary of Canada Post Corporation	National Revenue
Intelcom Courier Canada Inc.	Subsidiary of 3906949 Canada Inc.	National Revenue
Inter-American Development Bank	International Organization	Foreign Affairs
Internal Trade Secretariat Corporation	Shared-governance Corporation	Industry
International Bank for Reconstruction and Development	International Organization	Finance
International Boundary Commission	International Organization	Foreign Affairs
International Centre for Human Rights and Democratic Development	Shared-governance Corporation	Foreign Affairs
International Development Association	International Organization	Finance
International Development Research Centre	Parent Crown Corporation	Foreign Affairs
International Finance Corporation	International Organization	Finance
International Fisheries Commissions Pension Society	Shared-governance Corporation	Fisheries and Oceans
International Lake Memphremagog Levels Board	International Organization	Environment
International Lake of the Woods Control Board	International Organization	Environment
International Monetary Fund	International Organization	Finance
International Niagara Committee	International Organization	Environment
International Porcupine Caribou Management Board	International Organization	Environment
Investment Agriculture Foundation of British Columbia	Shared-governance Corporation	Agriculture and Agri-Food
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	National Revenue
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	National Revenue
Jackmen Development Limited	Associate of Enterprise Cape Breton Corporation	Atlantic Canada Opportunities Agency

Name of Corporation	Category	Ministerial Portfolio
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Lake of the Woods Control Board	Shared-governance Corporation	Environment
Last Post Fund	Shared-governance Corporation	Veterans Affairs
Laurentian Pilotage Authority	Parent Crown Corporation	Transport
Look Communications Inc.	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Lower Churchill Development Corporation Limited	Joint Enterprise	Natural Resources
Lynnwood Inn Limited	Associate of Enterprise Cape Breton Corporation	Atlantic Canada Opportunities Agency
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation	Agriculture and Agri-Food
Manitoba Rural Adaptation Council Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Marine Atlantic Inc.	Parent Crown Corporation	Transport
Maritime Forestry Complex Corporation	Shared-governance Corporation	Natural Resources
Master FM Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Merasheen Private Investments Inc.	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
Milit-Air Inc.	Shared-governance Corporation	Public Works and Government Services
Montréal International	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Montreal Port Authority	Shared-governance Corporation	Transport
Multilateral Investment Guarantee Agency	International Organization	Finance
Nanaimo Port Authority	Shared-governance Corporation	Transport
National Arts Centre Corporation	Parent Crown Corporation	Canadian Heritage
National Capital Commission	Parent Crown Corporation	Canadian Heritage
National Gallery of Canada	Parent Crown Corporation	Canadian Heritage
National Multi-Sport Centre – Montreal	Shared-governance Corporation	Canadian Heritage
National Museum of Science and Technology	Parent Crown Corporation	Canadian Heritage
Nature Trust of British Columbia, The	Shared-governance Corporation	Prime Minister
NAV CANADA	Shared-governance Corporation	Transport
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation	Agriculture and Agri-Food

Name of Corporation	Category	Ministerial Portfolio
Nieuwe Post Nederlanse Antillen N.V.	Subsidiary of Canada Post International Limited	National Revenue
North American Commission for Environmental Cooperation – Joint Public Advisory Committee	International Organization	Environment
North Fraser Port Authority	Shared-governance Corporation	Transport
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise	Western Economic Diversification
Northern Native Fishing Corporation	Shared-governance Corporation	Indian Affairs and Northern Development
Nova Scarlet Private Investments Inc.	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
Nova Scotia Technology Development 2000	Shared-governance Corporation	Agriculture and Agri-Food
Nova Synapse Private Investments Inc.	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
Nunavut Harvesters Association (NHA)	Shared-governance Corporation	Agriculture and Agri-Food
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the <i>Financial Administration Act</i> .	Infrastructure
Oshawa Harbour Commission	Shared-governance Corporation	Transport
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation	Transport
Ouranos	Shared-governance Corporation	Environment
Pacific Pilotage Authority	Parent Crown Corporation	Transport
PacificSport Canadian Sport Centre – Vancouver	Shared-governance Corporation	Canadian Heritage
Parc Downsview Park Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the <i>Financial Administration Act</i> .	Infrastructure
Petroleum Technology Research Centre Inc.	Shared-governance Corporation	Natural Resources
Pierre Elliott Trudeau Foundation, The	Shared-governance Corporation	Industry
Port Alberni Port Authority	Shared-governance Corporation	Transport
Port-aux-Choix Private Investments Inc.	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
POS Pilot Plant Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Prince George Airport Authority Inc.	Shared-governance Corporation	Transport
Prince Rupert Port Authority	Shared-governance Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
Progistix-Solutions Inc.	Subsidiary of 3906949 Canada Inc.	National Revenue
PSPIB-Albion Inc.	Subsidiary of PSPIB Realty International Inc.	Treasury Board (President of the)
PSPIB Ambiance G.P. Inc.	Subsidiary of PSPIB Realty Canada Inc.	Treasury Board (President of the)
PSPIB Ambiance L.P. Inc.	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-BV G.P. Inc.	Subsidiary of PSPIB-BV Inc.	Treasury Board (President of the)
PSPIB-BV Inc.	Subsidiary of PSPIB Realty Canada Inc.	Treasury Board (President of the)
PSPIB Cross Inc.	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-Europe Inc.	Subsidiary of PSPIB Realty International Inc.	Treasury Board (President of the)
PSPIB Finance Inc.	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-LEI Inc.	Subsidiary of PSPIB Realty International Inc.	Treasury Board (President of the)
PSPIB-LS Inc.	Subsidiary of PSPIB Realty International Inc.	Treasury Board (President of the)
PSPIB-LSIF Inc.	Subsidiary of PSPIB Realty International Inc.	Treasury Board (President of the)
PSPIB-Newbury G.P. Inc.	Subsidiary of PSPIB Realty International Inc.	Treasury Board (President of the)
PSPIB-Newbury L.P. Inc.	Subsidiary of PSPIB Realty International Inc.	Treasury Board (President of the)
PSPIB Realty Canada Inc.	Subsidiary of PSPIB Realty International Inc.	Treasury Board (President of the)
PSPIB Realty Holdings Inc.	Subsidiary of PSPIB Realty Holdings U.S. LP	Treasury Board (President of the)
PSPIB Realty Holdings U.S. LP	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB Realty International Inc.	Subsidiary of PSPIB Realty Holdings U.S. LP	Treasury Board (President of the)
PSPIB Realty U.S. Inc.	Subsidiary of PSPIB Realty International Inc.	Treasury Board (President of the)
PSPIB-Restar Inc.	Subsidiary of PSPIB Realty International Inc.	Treasury Board (President of the)
PSPIB St-Michel Locataire Inc.	Subsidiary of PSPIB Realty Canada Inc.	Treasury Board (President of the)
PSPIB St-Michel Propriétaire Inc.	Subsidiary of PSPIB Realty Canada Inc.	Treasury Board (President of the)

Name of Corporation	Category	Ministerial Portfolio
PSPIB-Star Inc.	Subsidiary of PSPIB Realty International Inc.	Treasury Board (President of the)
PSPIB-SW G.P. Inc.	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-SW L.P. Inc.	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB U.S. Nominee Inc.	Subsidiary of PSPIB Realty Holdings U.S. LP	Treasury Board (President of the)
Public Sector Pension Investment Board	Parent Crown Corporation	Treasury Board (President of the)
Pulp and Paper Research Institute of Canada	Shared-governance Corporation	Natural Resources
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Ltd.	National Revenue
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.	National Revenue
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.	National Revenue
Purolator Holdings Ltd.	Associate of Canada Post Corporation; subsidiary of 2875039 Canada Limited	National Revenue
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.	National Revenue
Purolator Trade Solutions Ltd.	Subsidiary of Purolator Courier Ltd.	National Revenue
Quartier International de Montréal	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Quebec High-Level Sports Council	Shared-governance Corporation	Canadian Heritage
Quebec Port Authority	Shared-governance Corporation	Transport
Queens Quay West Land Corporation	Parent Crown Corporation	Infrastructure
RCMH-MRCF Inc.	Subsidiary of Royal Canadian Mint	National Revenue
Regina Airport Authority	Shared-governance Corporation	Transport
Ridley Terminals Inc.	Parent Crown Corporation	Transport
Roosevelt Campobello International Park Commission	Shared-governance Corporation	Foreign Affairs
Royal Canadian Mint	Parent Crown Corporation	National Revenue
Saguenay Port Authority	Shared-governance Corporation	Transport
Saint John Airport Inc.	Shared-governance Corporation	Transport
Saint John Harbour Bridge Authority	Shared-governance Corporation	Transport
Saint John Port Authority	Shared-governance Corporation	Transport
Saskatchewan Council for Community Development	Shared-governance Corporation	Agriculture and Agri-Food
Saskatoon Airport Authority	Shared-governance Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
Seaway International Bridge Corporation, Ltd., The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Sept-Îles Port Authority	Shared-governance Corporation	Transport
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation	Atlantic Canada Opportunities Agency
Société de développement à l'exportation de Longueuil	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Société du Havre de Montréal	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise	Economic Development Agency of Canada for the Regions of Quebec
Sport Dispute Resolution Centre of Canada	Shared-governance Corporation	Canadian Heritage
St. John's International Airport Authority	Shared-governance Corporation	Transport
St. John's Port Authority	Shared-governance Corporation	Transport
St. Lawrence Seaway Management Corporation	Shared-governance Corporation	Transport
Standards Council of Canada	Parent Crown Corporation	Industry
St-Mary's River Bridge Company	Subsidiary of the Federal Bridge Corporation Limited	Transport
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.	National Revenue
Telefilm Canada	Parent Crown Corporation	Canadian Heritage
Territorial Farmers Association NWT	Shared-governance Corporation	Agriculture and Agri-Food
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation	Health (Public Health Agency)
TGM Specialty Services Inc.	Affiliate of RCMH-MRCF Inc.	National Revenue
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation	Transport
Thunder Bay Port Authority	Shared-governance Corporation	Transport
Tidal Reach Investments Inc.	Subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
Toronto Port Authority	Shared-governance Corporation	Transport
Toronto Waterfront Revitalization Corporation	Shared-governance Corporation	Citizenship and Immigration
Tree Canada Foundation	Shared-governance Corporation	Natural Resources
Trois-Rivières Port Authority	Shared-governance Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
TV5 Monde'	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
TV5 Québec Canada	Shared-governance Corporation	Canadian Heritage
Vancouver International Airport Authority	Shared-governance Corporation	Transport
Vancouver Organizing Committee for the 2010 Olympic and Paralympic Games	Shared-governance Corporation	Canadian Heritage
Vancouver Port Authority	Shared-governance Corporation	Transport
Vanier Institute of the Family, The	Shared-governance Corporation	Prime Minister
VIA Rail Canada Inc.	Parent Crown Corporation	Transport
Victoria Airport Authority	Shared-governance Corporation	Transport
Visnews Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Western Grains Research Foundation	Shared-governance Corporation	Agriculture and Agri-Food
Wildlife Habitat Canada	Shared-governance Corporation	Environment
Windsor Port Authority	Shared-governance Corporation	Transport
Winnipeg Airports Authority Inc.	Shared-governance Corporation	Transport
World Anti-Doping Agency	International Organization	Canadian Heritage

## VI. Tabling of Crown Corporations Reports in Parliament

A report on tabling of Crown corporation reports is required under section 152 (1) of the *Financial Administration Act* (FAA). The report must indicate which corporate plan summaries and annual reports that were to be tabled in Parliament by July 31, were actually tabled.

Notably, Crown corporations report to parliament through the corporate plan summary and the annual report. For each Crown corporation listed in Parts I and II of Schedule III of the FAA, the responsible minister tables a corporate plan summary, a capital budget summary and an annual report in Parliament. In addition, an operating budget summary is tabled for those Crown corporations listed in Part I of Schedule III.<sup>1</sup> There are a total of 37 Crown corporations who are required under the FAA to submit reports, and therefore only their data has been included in this chapter.

These corporate plan and budget summaries inform Parliament as to the strategic priorities and financial position of each Crown corporation. The summaries are based on the approved corporate plan and budgets, and cover the planned or future businesses, activities and investments of a corporation and, where applicable, of its wholly owned subsidiaries. The follow-up annual report, in turn informs Parliament of the corporation's actual performance relative to the objectives, strategies and activities approved by the government and tabled in the previous corporate plan and budget summaries.

### The Deadlines for Tabling in Parliament

The deadlines for tabling, before each House of Parliament, the corporate plan summary, budget summaries and annual report are provided in law as follows:

**Corporate Plan or Amended Corporate Plan Summary:** 30 sitting days after approval by the Governor in Council of the corporate plan.

**Capital and Operating Budget Summaries:** 30 sitting days after Treasury Board approval of the budget. Where the operating and/or capital budgets are incorporated into the corporate plan, the deadlines for the budget summaries are the same as those for the corporate plan summary.

**Annual Report:** A corporation is to submit, to the appropriate minister, an annual report within three months of its financial year-end. The appropriate minister has 15 sitting days to table the

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1. The Bank of Canada, Canada Council for the Arts, Canada Pension Plan Investment Board, Canadian Broadcasting Corporation, Canadian Race Relations Foundation, International Development Research Centre, National Arts Centre Corporation, Public Sector Pension Investment Board, and Telefilm Canada are not required to submit corporate plans for the approval of the Governor in Council or submit summaries of corporate plan, capital and/or operating budgets for tabling in Parliament.

annual report in each House of Parliament. The deadlines for annual reports are calculated from the date on which the responsible minister acknowledges receipt of the report, if known, or three months following the fiscal year-end of the corporation, whichever is earlier.

All tabling deadlines are based on actual sitting days, not projected sitting days. Since future sitting days cannot be predicted, deadlines falling after July 31, 2005 have not been included.

This report records the status of Crown corporations' annual reports and summaries of corporate plans and budgets during the period August 1, 2004 to July 31, 2005.

Subsection 152(2) of the FAA requires the Auditor General of Canada to include, in her annual report to Parliament, a statement attesting to the accuracy of the information contained in this chapter. An audit of the information reported in this chapter was performed by the Office of the Auditor General and is included as an appendix of the *2005 Report of the Auditor General of Canada*.

During this period, 37% (34% last year) of corporate plan summaries, capital budget summaries and operating budget summaries and 13% (29% last year) of annual reports were tabled late in the House of Commons. Similarly, 21% (10% last year) of corporate plan summaries, capital budget summaries and operating budget summaries and 13% (same as last year) of annual reports were tabled late in the Senate. With respect to the 37 corporate plans needing Governor in Council approval prior to the beginning of each new financial year, only 38% (65% last year) were approved on time. A further 14% (11% last year) received approval within one month of the new fiscal year, and 30% (11% last year) were approved more than one month into the new fiscal year. A full 19% (14% last year) of corporate plans were still not approved by July 31, 2005.

Treasury Board Secretariat recognizes that there exist numerous challenges in meeting the prescribed tabling dates. TBS is currently working with Crown corporations and the portfolio offices who support the responsible Ministers, to reduce late tablings by taking an in depth look at the corporate planning and central review process to determine root causes and a wide range of possible solutions. In this past year, steps were taken to remind Ministers of their responsibility to ensure the timely presentation of corporate plans for Governor in Council approval and timely tabling summaries of the corporate plans and annual reports. Progress continues on the assessment and timing of current processes; next year's report will detail what specific steps will have been taken to address the systemic recurring delays in tabling these important reports before parliament.

## Tabling of Parent Crown Corporations Reports in Parliament During the Year Ended July 31, 2005

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Atlantic Pilotage Authority</b>					
2004	Annual Report	2005-05-02	2005-04-19	2005-05-18	2005-04-20
2005	Summary of the Capital Budget	2005-03-24	2005-04-06	2005-05-10	2005-04-12
2005	Summary of the Operating Budget	2005-03-24	2005-04-06	2005-05-10	2005-04-12
2005 to 2009	Summary of the Corporate Plan	2005-03-24	2005-04-06	2005-05-10	2005-04-12
<b>Atomic Energy of Canada Limited</b>					
1997-98	Summary of the Capital Budget	1998-03-24	2005-01-31	1998-05-12	2005-02-01
1997-98	Summary of the Operating Budget	1998-03-24	2005-01-31	1998-05-12	2005-02-01
2003-04	Annual Report	2004-10-26	2004-10-05	2004-11-17	2004-10-06
2004-05	Summary of the Capital Budget	2004-10-27	2004-10-12	2004-12-01	2004-10-19
2004-05	Summary of the Operating Budget	2004-10-27	2004-10-12	2004-12-01	2004-10-19
2004-05	Summary of the amendment to the Operating Budget	2004-12-01	2004-12-02	2005-02-10	2004-12-07
2004-05 to 2008-09	Summary of the Corporate Plan	2004-10-27	2004-10-12	2004-12-01	2004-10-19
<b>Blue Water Bridge Authority</b>					
2003-04	Annual Report	2005-02-03	2005-02-17	2005-02-15	2005-02-22
2004-05	Summary of the Capital Budget	2004-11-23	2004-11-17	2005-02-02	2004-11-18
2004-05	Summary of the Operating Budget	2004-11-23	2004-11-17	2005-02-02	2004-11-18
2004-05 to 2008-09	Summary of the Corporate Plan	2004-11-23	2004-11-17	2005-02-02	2004-11-18

<b>Document to be Tabled</b>	<b>House of Commons</b>		<b>Senate</b>	
	<b>Deadline</b>	<b>Tabled</b>	<b>Deadline</b>	<b>Tabled</b>
<b>Business Development Bank of Canada</b>				
2003-04	Annual Report	2004-10-26	2004-10-26	2004-10-27
2004-05	Annual Report	n/a	2005-07-20	n/a
2004-05	Summary of the Capital Budget	2004-10-12	2004-10-07	2004-11-17
2004-05	Summary of the amendment to the Capital Budget	2004-12-14	2004-12-09	2005-02-22
2004-05	Summary of the Operating Budget	2004-10-12	2004-10-07	2004-11-17
2004-05	Summary of the amendment to the Operating Budget	2004-12-14	2004-12-09	2005-02-22
2004-05 to 2008-09	Summary of the Corporate Plan	2004-10-12	2004-10-07	2004-11-17
2004-05 to 2008-09	Summary of the amendment to the Corporate Plan	2004-12-14	2004-12-09	2005-02-22
2005-06	Summary of the Capital Budget	2005-05-19	2005-05-09	2005-06-23
2005-06	Summary of the Operating Budget	2005-05-19	2005-05-09	2005-06-23
2005-06 to 2009-10	Summary of the Corporate Plan	2005-05-19	2005-05-09	2005-06-23
<b>Canada Deposit Insurance Corporation</b>				
2003-04	Annual Report	2004-10-26	2004-10-05	2004-11-17
2005-06	Summary of the Capital Budget	2005-05-12	2005-05-04	2005-06-16
2005-06	Summary of the Operating Budget	2005-05-12	2005-05-04	2005-06-16
2005-06 to 2009-10	Summary of the Corporate Plan	2005-05-12	2005-05-04	2005-06-16
<b>Canada Development Investment Corporation</b>				
2004	Annual Report	2005-05-02	2005-04-19	2005-05-18
2005	Summary of the Capital Budget	2005-04-07	2005-04-19	2005-05-16
2005 to 2009	Summary of the Corporate Plan	2005-04-07	2005-04-19	2005-05-16

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Canada Lands Company Limited</b>					
2003-04	Annual Report	2004-10-26	2004-10-05	2004-11-17	2004-10-06
2004-05	Annual Report	n/a	2005-07-20	n/a	no
2004-05	Summary of the Capital Budget	2004-10-21	2004-10-18	2004-11-30	2004-10-19
2004-05	Summary of the Operating Budget	2004-10-21	2004-10-18	2004-11-30	2004-10-19
2004-05 to 2008-09	Summary of the Corporate Plan	2004-10-21	2004-10-18	2004-11-30	2004-10-19
2005-06	Summary of the Capital Budget	n/a	2005-05-19	n/a	2005-05-19
2005-06	Summary of the Operating Budget	n/a	2005-05-19	n/a	2005-05-19
2005-06 to 2009-10	Summary of the Corporate Plan	n/a	2005-05-19	n/a	2005-05-19
<b>Canada Mortgage and Housing Corporation</b>					
2004	Annual Report	2005-05-02	2005-04-22	2005-05-18	2005-05-03
2005	Summary of the Capital Budget	2005-03-24	2005-03-21	2005-05-10	2005-03-22
2005	Summary of the Operating Budget	2005-03-24	2005-03-21	2005-05-10	2005-03-22
2005 to 2009	Summary of the Corporate Plan	2005-03-24	2005-03-21	2005-05-10	2005-03-22
<b>Canada Post Corporation</b>					
2002	Annual Report	2003-05-06	2003-05-02	2003-05-29	no
2004	Annual Report	2005-05-02	2005-04-13	2005-05-18	2005-04-14
2005	Summary of the Capital Budget	n/a	2005-07-20	n/a	no
2005 to 2009 <sup>a</sup>	Summary of the Corporate Plan	n/a	2005-07-20	n/a	no

<b>Document to be Tabled</b>	<b>House of Commons</b>		<b>Senate</b>	
	<b>Deadline</b>	<b>Tabled</b>	<b>Deadline</b>	<b>Tabled</b>
<b>Canadian Air Transport Security Authority</b>				
2003-04 Annual Report	2004-10-26	2004-10-28	2004-11-17	2004-11-02
2004-05 Summary of the Capital Budget	2005-02-04	2005-02-03	2005-03-08	2005-02-08
2004-05 Summary of the Operating Budget	2005-02-04	2005-02-03	2005-03-08	2005-02-08
2004-05 to 2008-09 <sup>b</sup> Summary of the Corporate Plan	2005-02-04	2005-02-03	2005-03-08	2005-02-08
<b>Canadian Commercial Corporation</b>				
2001-02 Annual Report	2002-10-25	2002-08-21	2002-11-05	2005-03-08
2003-04 Annual Report	2004-10-26	2004-10-06	2004-11-17	2004-10-07
2004-05 Summary of the Capital Budget	2004-10-12	2004-10-06	2004-11-17	2004-10-07
2004-05 Summary of the Operating Budget	2004-10-12	2004-10-06	2004-11-17	2004-10-07
2004-05 to 2008-09 Summary of the Corporate Plan	2004-10-12	2004-10-06	2004-11-17	2004-10-07
<b>Canadian Dairy Commission</b>				
2003-04 Annual Report	2004-11-26	2004-10-29	2004-12-09	2004-11-02
2004-05 Summary of the Capital Budget	2005-04-07	2005-02-22	2005-05-16	2005-02-23
2004-05 Summary of the Operating Budget	2005-04-07	2005-02-22	2005-05-16	2005-02-23
2004-05 to 2008-09 Summary of the Corporate Plan	2005-04-07	2005-02-22	2005-05-16	2005-02-23
<b>Canadian Museum of Civilization</b>				
2003-04 Annual Report	2004-10-26	2004-10-26	2004-11-17	2004-10-27
2005-06 Summary of the Capital Budget	2005-05-19	2005-05-18	2005-06-23	2005-05-19
2005-06 Summary of the Operating Budget	2005-05-19	2005-05-18	2005-06-23	2005-05-19
2005-06 to 2009-10 Summary of the Corporate Plan	2005-05-19	2005-05-18	2005-06-23	2005-05-19

Document to be Tabled	House of Commons		Senate	
	Deadline	Tabled	Deadline	Tabled
<b>Canadian Museum of Nature</b>				
2003-04	Annual Report	2004-10-26	2004-10-26	2004-11-17
2005-06	Summary of the Capital Budget	2005-05-19	2005-05-18	2005-06-23
2005-06	Summary of the Operating Budget	2005-05-19	2005-05-18	2005-06-23
2005-06 to 2009-10	Summary of the Corporate Plan	2005-05-19	2005-05-18	2005-06-23
				2005-05-19
<b>Canadian Tourism Commission</b>				
2004	Annual Report	2005-05-02	2005-05-02	2005-05-18
2005	Summary of the Capital Budget	2005-04-07	2005-04-04	2005-05-16
2005	Summary of the Operating Budget	2005-04-07	2005-04-04	2005-05-16
2005 to 2009 <sup>c</sup>	Summary of the Corporate Plan	2005-04-07	2005-04-04	2005-05-16
				2005-04-12
<b>Cape Breton Development Corporation</b>				
2003-04	Annual Report	2004-10-26	2004-10-05	2004-11-17
2004-05	Annual Report	n/a	2005-07-20	n/a
2004-05	Summary of the Capital Budget	2004-10-12	2004-10-05	2004-11-17
2004-05	Summary of the Operating Budget	2004-10-12	2004-10-05	2004-11-17
2004-05 to 2008-09 <sup>d</sup>	Summary of the Corporate Plan	2004-10-12	2004-10-05	2004-11-17
2005-06	Summary of the Capital Budget	2005-05-19	2005-05-10	2005-06-23
2005-06	Summary of the Operating Budget	2005-05-19	2005-05-10	2005-06-23
2005-06 to 2009-10	Summary of the Corporate Plan	2005-05-19	2005-05-10	2005-06-23
				2005-05-11

<b>Document to be Tabled</b>	<b>House of Commons</b>		<b>Senate</b>	
	<b>Deadline</b>	<b>Tabled</b>	<b>Deadline</b>	<b>Tabled</b>
<b>Cape Breton Growth Fund Corporation</b>				
2003-04	Annual Report	2004-10-26	2004-10-07	2004-11-17
2004-05	Annual Report	n/a	2005-07-20	n/a
2004-05	Summary of the Capital Budget	2004-10-12	2004-10-07	2004-11-17
2004-05	Summary of the Operating Budget	2004-10-12	2004-10-07	2004-11-17
2004-05 to 2008-09 <sup>e</sup>	Summary of the Corporate Plan	2004-10-12	2004-10-07	2004-11-17
2005-06	Summary of the Capital Budget	2005-06-02	no	2005-06-28
2005-06	Summary of the Operating Budget	2005-06-02	no	2005-06-28
2005-06 to 2009-10 <sup>f</sup>	Summary of the Corporate Plan	2005-06-02	no	2005-06-28
<b>Defence Construction (1951) Limited</b>				
2003-04	Annual Report	2004-10-26	2004-10-05	2004-11-17
2004-05	Annual Report	n/a	2005-07-20	n/a
2004-05	Summary of the Capital Budget	2004-12-08	no	2005-02-15
2004-05	Summary of the Operating Budget	2004-12-08	no	2005-02-15
2004-05 to 2008-09	Summary of the Corporate Plan	2004-12-08	no	2005-02-15
2005-06	Summary of the Capital Budget	2005-06-23	2005-05-30	n/a
2005-06	Summary of the Operating Budget	2005-06-23	2005-05-30	n/a
2005-06 to 2009-10	Summary of the Corporate Plan	2005-06-23	2005-05-30	n/a

<b>Document to be Tabled</b>	<b>House of Commons</b>		<b>Senate</b>	
	<b>Deadline</b>	<b>Tabled</b>	<b>Deadline</b>	<b>Tabled</b>
<b>Enterprise Cape Breton Corporation</b>				
2003-04	Annual Report	2004-10-26	2004-10-07	2004-11-17
2004-05	Annual Report	n/a	2005-07-20	n/a
2004-05	Summary of the Capital Budget	2004-10-12	2004-10-07	2004-11-17
2004-05	Summary of the Operating Budget	2004-10-12	2004-10-07	2004-11-17
2004-05 to 2008-09	Summary of the Corporate Plan	2004-10-12	2004-10-07	2004-11-17
2005-06	Summary of the Capital Budget	2005-06-02	2005-07-20	2005-06-28
2005-06	Summary of the Operating Budget	2005-06-02	2005-07-20	2005-06-28
2005-06 to 2009-10	Summary of the Corporate Plan	2005-06-02	2005-07-20	2005-06-28
<b>Export Development Canada</b>				
2004	Annual Report	2005-05-02	2005-04-21	2005-05-18
<b>Farm Credit Canada</b>				
2003-04	Annual Report	2004-10-26	2004-10-06	2004-11-17
2004-05	Annual Report	n/a	2005-06-15	2005-07-19
2005-06	Summary of the Capital Budget	2005-05-19	2005-05-02	2005-06-23
2005-06	Summary of the Operating Budget	2005-05-19	2005-05-02	2005-06-23
2005-06 to 2009-10	Summary of the Corporate Plan	2005-05-19	2005-05-02	2005-06-23

<b>Document to be Tabled</b>	<b>House of Commons</b>		<b>Senate</b>	
	<b>Deadline</b>	<b>Tabled</b>	<b>Deadline</b>	<b>Tabled</b>
<b>Federal Bridge Corporation Limited, The</b>				
2003-04 Annual Report	2004-10-26	2004-10-26	2004-11-17	2004-10-27
2004-05 Summary of the Capital Budget	2004-10-21	2004-10-26	2004-11-30	2004-10-27
2004-05 Summary of the Operating Budget	2004-10-21	2004-10-26	2004-11-30	2004-10-27
2004-05 to 2008-09 <sup>g</sup> Summary of the Corporate Plan	2004-10-21	2004-10-26	2004-11-30	2004-10-27
2005-06 Summary of the Capital Budget	2005-06-14	2005-06-28	2005-07-05	2005-06-29
2005-06 Summary of the Operating Budget	2005-06-14	2005-06-28	2005-07-05	2005-06-29
2005-06 to 2009-10 <sup>h</sup> Summary of the Corporate Plan	2005-06-14	2005-06-28	2005-07-05	2005-06-29
<b>Freshwater Fish Marketing Corporation</b>				
2003-04 Annual Report	2004-10-26	2004-10-21	2004-11-17	2004-10-26
2004-05 Summary of the Capital Budget	2004-11-23	2005-02-07	2005-02-02	2005-02-08
2004-05 Summary of the Operating Budget	2004-11-23	2005-02-07	2005-02-02	2005-02-08
2004-05 to 2008-09 Summary of the Corporate Plan	2004-11-23	2005-02-07	2005-02-02	2005-02-08
<b>Great Lakes Pilotage Authority</b>				
2004 Annual Report	2005-05-02	no	2005-05-18	no
2005 Summary of the Capital Budget	2005-03-24	2005-04-04	2005-05-10	2005-04-12
2005 Summary of the Operating Budget	2005-03-24	2005-04-04	2005-05-10	2005-04-12
2005 to 2009 Summary of the Corporate Plan	2005-03-24	2005-04-04	2005-05-10	2005-04-12
2005 Summary of the amendment to the Operating Budget	2005-06-02	no	2005-06-28	no
2005 to 2009 Summary of the amendment to the Corporate Plan	2005-06-02	no	2005-06-28	no
<b>Laurentian Pilotage Authority</b>				
2004 Annual Report	2005-05-02	2005-04-20	2005-05-18	2005-04-21

	<b>Document to be Tabled</b>	<b>House of Commons</b>		<b>Senate</b>	
		<b>Deadline</b>	<b>Tabled</b>	<b>Deadline</b>	<b>Tabled</b>
<b>Marine Atlantic Inc.</b>					
2004	Annual Report	2005-05-02	2005-04-19	2005-05-18	2005-04-20
2004	Summary of the Capital Budget	2004-11-23	2004-11-23	2005-02-02	2004-11-24
2004	Summary of the Operating Budget	2004-11-23	2004-11-23	2005-02-02	2004-11-24
2004 to 2008 <sup>i</sup>	Summary of the Corporate Plan	2004-11-23	2004-11-23	2005-02-02	2004-11-24
2005	Summary of the Capital Budget	2005-06-21	no	2005-07-19	no
2005	Summary of the Operating Budget	2005-06-21	no	2005-07-19	no
2005 to 2009 <sup>j</sup>	Summary of the Corporate Plan	2005-06-21	no	2005-07-19	no
<b>National Capital Commission</b>					
2003-04	Annual Report	2004-10-26	2004-10-26	2004-11-17	2004-10-27
2004-05	Summary of the Capital Budget	2004-10-12	2004-10-20	2004-11-17	2004-10-21
2004-05	Summary of the Operating Budget	2004-10-12	2004-10-20	2004-11-17	2004-10-21
2004-05 to 2008-09	Summary of the Corporate Plan	2004-10-12	2004-10-20	2004-11-17	2004-10-21
2005-06	Summary of the Capital Budget	2005-05-19	2005-05-18	2005-06-23	2005-05-19
2005-06	Summary of the Operating Budget	2005-05-19	2005-05-18	2005-06-23	2005-05-19
2005-06 to 2009-10	Summary of the Corporate Plan	2005-05-19	2005-05-18	2005-06-23	2005-05-19
<b>National Gallery of Canada</b>					
2003-04	Annual Report	2004-10-26	2004-10-26	2004-11-17	2004-10-27
2005-06	Summary of the Capital Budget	2005-05-19	2005-05-18	2005-06-23	2005-05-19
2005-06	Summary of the Operating Budget	2005-05-19	2005-05-18	2005-06-23	2005-05-19
2005-06 to 2009-10	Summary of the Corporate Plan	2005-05-19	2005-05-18	2005-06-23	2005-05-19

<b>Document to be Tabled</b>	<b>House of Commons</b>		<b>Senate</b>	
	<b>Deadline</b>	<b>Tabled</b>	<b>Deadline</b>	<b>Tabled</b>
<b>National Museum of Science and Technology</b>				
2003-04	Annual Report	2004-10-26	2004-10-26	2004-11-17
2005-06	Summary of the Capital Budget	2005-05-19	2005-05-18	2005-06-23
2005-06	Summary of the Operating Budget	2005-05-19	2005-05-18	2005-06-23
2005-06 to 2009-10	Summary of the Corporate Plan	2005-05-19	2005-05-18	2005-06-23
				2005-05-19
<b>Old Port of Montreal Corporation Inc.</b>				
2003-04	Annual Report	2004-10-26	2004-10-26	2004-11-17
2004-05	Summary of the Capital Budget	2004-11-03	2004-10-29	2004-12-08
2004-05	Summary of the Operating Budget	2004-11-03	2004-10-29	2004-12-08
2004-05 to 2008-09 <sup>k</sup>	Summary of the Corporate Plan	2004-11-03	2004-10-29	2004-12-08
				2004-11-24
<b>Pacific Pilotage Authority</b>				
2004	Annual Report	2005-05-02	2005-04-19	2005-05-18
2005	Summary of the Capital Budget	2005-03-24	2005-02-17	2005-05-10
2005	Summary of the Operating Budget	2005-03-24	2005-02-17	2005-05-10
2005 to 2009	Summary of the Corporate Plan	2005-03-24	2005-02-17	2005-05-10
				2005-02-22

<b>Document to be Tabled</b>	<b>House of Commons</b>		<b>Senate</b>	
	<b>Deadline</b>	<b>Tabled</b>	<b>Deadline</b>	<b>Tabled</b>
<b>Parc Downsview Park Inc.</b>				
2003-04	Annual Report	2004-10-26	2004-10-05	2004-11-17
2003-04	Summary of the Capital Budget	2004-11-23	2004-11-22	2005-02-02
2003-04	Summary of the Operating Budget	2004-11-23	2004-11-22	2005-02-02
2003-04 to 2007-08 <sup>l</sup>	Summary of the Corporate Plan	2004-11-23	2004-11-22	2005-02-02
2004-05	Summary of the Capital Budget	2005-06-03	2005-06-22	2005-06-28
2004-05	Summary of the Operating Budget	2005-06-03	2005-06-22	2005-06-28
2004-05 to 2008-09 <sup>m</sup>	Summary of the Corporate Plan	2005-06-03	2005-06-22	2005-06-28
<b>Queens Quay West Land Corporation</b>				
2003-04	Annual Report	2004-10-26	2004-11-03	2004-11-17
<b>Ridley Terminals Inc.</b>				
2003	Annual Report	2004-05-05	2004-10-05	2004-10-04
2004	Annual Report	2005-05-02	no	2005-05-18
2004	Summary of the 1 <sup>st</sup> amendment to the Capital Budget	2005-04-07	no	2005-05-16
2004	Summary of the 1 <sup>st</sup> amendment to the Operating Budget	2005-04-07	no	2005-05-16
2004 to 2008	Summary of the 1 <sup>st</sup> amendment to the Corporate Plan	2005-04-07	no	2005-05-16
2004	Summary of the 2 <sup>nd</sup> amendment to the Capital Budget	2005-06-14	no	2005-07-05
2004	Summary of the 2 <sup>nd</sup> amendment to the Operating Budget	2005-06-14	no	2005-07-05
2004 to 2008	Summary of the 2 <sup>nd</sup> amendment to the Corporate Plan	2005-06-14	no	2005-07-05

Document to be Tabled	House of Commons		Senate	
	Deadline	Tabled	Deadline	Tabled
<b>Royal Canadian Mint</b>				
2004	Annual Report	2005-05-02	2005-04-12	2005-05-18
2004	Summary of the amendment to the Capital Budget	2005-02-16	no	2005-03-22
2005	Summary of the Capital Budget	2005-03-24	2005-03-21	2005-05-10
2005 to 2009	Summary of the Corporate Plan	2005-03-24	2005-03-21	2005-05-10
				2005-03-22
<b>Standards Council of Canada</b>				
2003-04	Annual Report	2004-10-26	2004-10-13	2004-11-17
2004-05	Summary of the Capital Budget	2004-10-21	2004-10-21	2004-11-30
2004-05	Summary of the Operating Budget	2004-10-21	2004-10-21	2004-10-26
2004-05 to 2008-09	Summary of the Corporate Plan	2004-10-21	2004-10-21	2004-11-30
2005-06	Summary of the Capital Budget	2005-06-02	2005-06-03	2005-06-28
2005-06	Summary of the Operating Budget	2005-06-02	2005-06-03	2005-06-28
2005-06 to 2009-10	Summary of the Corporate Plan	2005-06-02	2005-06-03	2005-06-28
				2005-06-07

Document to be Tabled	House of Commons		Senate	
	Deadline	Tabled	Deadline	Tabled
<b>VIA Rail Canada Inc.</b>				
2004	Annual Report	2005-05-02	2005-04-20	2005-05-18
2002	Summary of the Capital Budget	2002-05-02	2002-05-09	2002-06-06
2002	Summary of the Operating Budget	2002-05-02	2002-05-09	2002-06-06
2002 to 2006	Summary of the Corporate Plan	2002-05-02	2002-05-09	2002-06-06
2004	Summary of the Capital Budget	2004-03-26	2005-07-20	2004-04-20
2004	Summary of the Operating Budget	2004-03-26	2005-07-20	2004-04-20
2004 to 2008	Summary of the Corporate Plan	2004-03-26	2005-07-20	2004-04-20
2005	Summary of the Capital Budget	n/a	2005-07-20	n/a
2005	Summary of the Operating Budget	n/a	2005-07-20	n/a
2005 to 2009 <sup>a</sup>	Summary of the Corporate Plan	n/a	2005-07-20	n/a

- a. The Corporate Plan for Canada Post Corporation was only approved for the year 2005.
- b. The Corporate Plan for Canadian Air Transport Security Authority was only approved for the years 2004-05 and 2005-06.
- c. The Corporate Plan for Canadian Tourism Commission was only approved for the year 2005.
- d. The Corporate Plan for Cape Breton Development Corporation was only approved for the year 2004-05.
- e. The Corporate Plan for Cape Breton Growth Fund Corporation was only approved for the years 2004-05, 2005-06 and 2006-07.
- f. The Corporate Plan for Cape Breton Growth Fund Corporation was only approved for the year 2005-06.
- g. The Corporate Plan for The Federal Bridge Corporation Limited was only approved for the year 2004-05.
- h. The Corporate Plan for The Federal Bridge Corporation Limited was only approved for the year 2005-06.
- i. The Corporate Plan for Marine Atlantic Inc. was only approved for the year 2004.
- j. The Corporate Plan for Marine Atlantic Inc. was only approved for the year 2005.
- k. The Corporate Plan for Old Port of Montreal Corporation Inc. was only approved for the year 2004-05.
- l. The Corporate Plan for Parc Downsview Park Inc. was only approved for the year 2003-04.
- m. The Corporate Plan for Parc Downsview Park Inc. was only approved for the year 2004-05.
- n. The Corporate Plan for VIA Rail Canada Inc. was only approved for the year 2005.

## VII. Corporate Profiles

### Introduction

The corporate profile for each parent Crown corporation describes the corporation's mandate and activities. It begins by identifying the key individuals presently responsible for the corporation, including the appropriate minister, the chairperson of the board of directors, the chief executive officer and the external auditors. Each corporation's mailing address, telephone and facsimile numbers, Web site and e-mail addresses, where available, are also provided.

The profiles identify the legislative authority under which the corporation was incorporated and its scheduling under the *Financial Administration Act*. In addition, information is provided on whether or not the corporation is an agent of Her Majesty. A corporation that has agency status enjoys the immunities, privileges and prerogatives that are enjoyed by the Crown and can bind the Crown by its acts.

Readers wishing to obtain information on how Crown corporations performed during the year under review should refer to the corporation's annual report and summary of the corporate plan<sup>1</sup> approved at the beginning of the year under review and tabled in Parliament pursuant to subsection 125(4) of the *Financial Administration Act*. These reports can be accessed from the individual corporation's Web site or by contacting the corporation directly.

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1. Applies only to Crown corporations subject to Part X of the *Financial Administration Act*.



## Agriculture and Agri-Food

# Canadian Dairy Commission

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## Appropriate Minister

The Honourable Andrew Mitchell, P.C., M.P.  
Minister of Agriculture and Agri-Food

## Chairperson and Chief Executive Officer

John Core

## Head Office

Building 55  
NCC Driveway  
Central Experimental Farm  
960 Carling Avenue  
Ottawa ON  
K1A 0Z2  
Telephone: (613) 792-2000  
Facsimile: (613) 792-2009  
Web site: [www.cdc-ccl.gc.ca](http://www.cdc-ccl.gc.ca)

## Corporate Profile

The Canadian Dairy Commission (CDC) has the authority to purchase, store, process or sell dairy products within Canada's World Trade Organization commitments; to investigate matters relating to the production, processing or marketing of any dairy product; and to help promote the use of dairy products.

CDC advises the Minister of Agriculture and Agri-Food on matters relating to dairy policy and determines domestic requirements for industrial milk and cream for purposes of establishing Market Sharing Quota. It also establishes the target price for industrial milk, sets support prices for butter and skim milk powder, and offers to purchase products at these prices.

Through its research and advisory functions, as well as its facilitative efforts on behalf of the Canadian Milk Supply Management Committee, CDC helps to build the consensus among industry players and governments that underlies the orderly marketing of dairy products in Canada.

## Auditor

Auditor General of Canada

## Incorporation and Status

1966 by the *Canadian Dairy Commission Act* (R.S.C. 1985, c. C-15) (S.C. 1994, c. 26 and c. 38) (S.C. 1995, c. 23); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To provide efficient producers of milk and cream with the opportunity to obtain a fair return for their labour and investment while providing consumers with a continuous and adequate supply of high quality dairy products.

## Farm Credit Canada

### Appropriate Minister

The Honourable Andrew Mitchell, P.C., M.P.  
Minister of Agriculture and Agri-Food

### Chairperson

Rosemary Davis

### President and Chief Executive Officer

John J. Ryan

### Head Office

1800 Hamilton Street  
PO Box 4320  
Regina SK  
S4P 4L3  
Telephone: (306) 780-8100  
Facsimile: (306) 780-5875  
Web site: [www.fcc-fac.ca](http://www.fcc-fac.ca)

### Auditor

Auditor General of Canada

### Incorporation and Status

1959 by the *Farm Credit Act*; continued on April 2, 1993, under the *Farm Credit Corporation Act* (S.C. 1993, c. 14); and continued on June 14, 2001, under the *Farm Credit Canada Act* (S.C. 2001, c. 22), Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

### Mandate

To enhance rural Canada by providing specialized and personalized business and financial services and products to farming operations, including family farms, and to those businesses in rural Canada, including small and medium-sized businesses, that are related to farming.

### Corporate Profile

Farm Credit Canada (FCC) offers flexible solutions to primary producers and agribusinesses. The *Farm Credit Canada Act* allows FCC to offer financial and business management services that meet and anticipate the emerging needs of the agricultural industry. Through FCC, producers and agribusinesses across rural Canada will have increased access to a broader range of services to help them achieve long-term success.

FCC maintains a corporate office in Regina and serves clients from 100 offices across Canada, primarily based in farming communities.

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# Atlantic Canada Opportunities Agency

# Cape Breton Growth Fund Corporation

## Appropriate Minister

The Honourable Joseph McGuire, P.C., M.P.  
Minister of the Atlantic Canada Opportunities  
Agency

## Chairperson and Chief Executive Officer

Rick Beaton

## Head Office

70 Crescent Street  
PO Box 1264  
Sydney, NS  
B1S 2Z7  
Telephone: (902) 564-7330  
Facsimile: (902) 564-3825  
Web site: [www.cbgf.ca](http://www.cbgf.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

August 25, 2000, pursuant to the *Canada Business Corporations Act*, as a wholly owned subsidiary of the Enterprise Cape Breton Corporation and directed to report as if it were a parent Crown corporation (P.C. 2000-1341); an agent of Her Majesty.

## Mandate

To promote and assist, either alone or in conjunction with any person or the governments of Canada or of Nova Scotia or any agency of either of those governments, the financing and development of industry on Cape Breton Island to provide employment outside the coal producing industry and to broaden the base of the economy of Cape Breton Island.

## Corporate Profile

The Cape Breton Growth Fund Corporation (CBGF) was incorporated on August 25, 2000 as a wholly owned subsidiary of the Enterprise Cape Breton Corporation (ECBC), a federal Crown corporation with a mandate for economic development on Cape Breton Island and in the Mulgrave area. As such, the CBGF is vested with the same broad economic mandate and flexible powers as ECBC. Although established as a wholly owned subsidiary, CBGF has been deemed to be a parent Crown corporation for the purposes of Part X of the *Financial Administration Act* and therefore has its own board of directors and is required to report separately to Parliament through its own corporate plan summary and annual report.

The Governor in council has directed that after the Corporation's funding is fully committed, the remaining assets and liabilities are to be transferred to Enterprise Cape Breton Corporation and the Corporation is to be dissolved.

# Enterprise Cape Breton Corporation

## Appropriate Minister

The Honourable Joseph McGuire, P.C., M.P.  
Minister of the Atlantic Canada Opportunities  
Agency

## Chairperson and Chief Executive Officer

Monique Collette

## Head Office

70 Crescent Street  
PO Box 1750  
Sydney NS  
B1S 2Z7  
Telephone: (902) 564-3600  
Facsimile: (902) 564-3825  
Web site: [www.ecbc.ca](http://www.ecbc.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1988 by the *Enterprise Cape Breton Corporation Act* (Part II of the *Government Organization Act, Atlantic Canada, 1987* [S.C. 1988, c. 50]); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To promote and assist the financing and development of industry on Cape Breton Island and a portion of mainland Nova Scotia in and around the Town of Mulgrave; to provide employment outside the coal-producing sector; and to broaden the base of the local economy.

## Corporate Profile

The Enterprise Cape Breton Corporation (ECBC) takes a lead role in creating a business environment that fosters sustainable job creation and economic growth on Cape Breton Island and the Mulgrave area of Nova Scotia. It promotes these objectives in cooperation with the private and public sectors.

Part of ECBC's role in the economic development of Cape Breton Island is the delivery of the Atlantic Canada Opportunities Agency (ACOA) programs. A portion of ECBC staff and time is dedicated to the delivery of these programs. ECBC strives to ensure that its development activities do not duplicate the programs of ACOA or other government departments.

ECBC has received additional allocations due to the closure of the Cape Breton Development Corporation (Devco), the federal Crown corporation responsible for coal mining on Cape Breton Island. ECBC has received an additional \$10 million to be used for community economic development in those communities most affected by the closure.

## Canadian Heritage

# Canada Council for the Arts

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## **Appropriate Minister**

The Honourable Liza Frulla, P.C., M.P.  
Minister of Canadian Heritage and Minister  
Responsible for Status of Women

## **Chairperson**

Karen Kain

## **Director and Chief Executive Officer**

John Hobday

## **Head Office**

12<sup>th</sup> Floor  
350 Albert Street  
PO Box 1047  
Ottawa ON  
K1P 5V8  
Telephone: (613) 566-4414  
Toll free: 1-800-263-5588  
Facsimile: (613) 566-4390  
Web site: [www.canadacouncil.ca](http://www.canadacouncil.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1957 by the *Canada Council Act*  
(R.S.C. 1995, c. C-2); exempt from Divisions  
I to IV of Part X of the *Financial  
Administration Act* (except for Sections 131  
to 148); not an agent of Her Majesty; a  
charitable organization for the purposes of the  
*Income Tax Act*.

## **Mandate**

To foster and promote the study and  
enjoyment of, and the production of works in,  
the arts.

## **Corporate Profile**

The Canada Council for the Arts (the Council) provides grants and services to professional Canadian artists and arts organizations in dance, interdisciplinary work and performance art, media arts, music, theatre, visual arts, and writing and publishing. It also promotes public awareness of the arts through its communication, research and arts advocacy activities. In addition, the Council administers the Art Bank, Endowments and Prizes, the Killam Program of scholarly awards, the Governor General's Literary Awards and the Governor General's Awards in Visual and Media Arts.

The Council is also responsible for the Canadian Commission for the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as for the Public Lending Right Commission.

# Canadian Broadcasting Corporation

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## Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.  
Minister of Canadian Heritage and Minister  
Responsible for Status of Women

## Acting Chairperson

Robert Rabinovitch

## President and Chief Executive Officer

Robert Rabinovitch

## Head Office

181 Queen Street  
PO Box 3220, Station C  
Ottawa ON  
K1P 1K9  
Telephone: (613) 288-6000  
Toll free: 1-866-306-4636  
Web site: [www.cbc.radio-canada.ca](http://www.cbc.radio-canada.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

Established by the 1936 *Canadian Broadcasting Act* and continued by the 1958, 1968 and 1991 Broadcasting Acts (R.S.C. 1991, c. 11); exempt from Divisions I to IV of Part X of the *Financial Administration Act* (except for Sections 131 to 148); an agent of Her Majesty.

## Mandate

As Canada's national public broadcaster, the corporation's mission is to inform, enlighten and entertain; to contribute to the development of a shared national consciousness and identity; to reflect the regional and cultural diversity of Canada; and to contribute to the development of Canadian talent and culture.

## Corporate Profile

The Canadian Broadcasting Corporation (CBC) produces, procures and distributes Canadian programming in English, French and eight Aboriginal languages. It also offers a selection of programs from around the world.

As of March 31, 2005, CBC's programs are distributed via satellite in combination with microwave and landline, feeding 105 CBC owned stations, 1,218 CBC rebroadcasters, 20 private affiliated stations and 271 affiliated or community-owned rebroadcasters and stations.

# Canadian Museum of Civilization

## Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.  
Minister of Canadian Heritage and Minister  
Responsible for Status of Women

## Chairperson

Claudette Roy

## President and Chief Executive Officer

Victor Rabinovitch

## Head Office

100 Laurier Street  
PO Box 3100, Station B  
Hull QC  
J8X 4H2  
Telephone: (819) 776-7116  
Facsimile: (819) 776-7122  
Web site: [www.civilization.ca](http://www.civilization.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c.3);  
Schedule III, Part I of the *Financial  
Administration Act*; an agent of Her Majesty.

## Mandate

To increase interest in, knowledge of, and appreciation for human cultural achievements and behaviour throughout Canada and internationally. This involves establishing, for research and posterity, a collection of objects of historical, cultural, and military interest with special but not exclusive reference to Canada.

## Corporate Profile

The Canadian Museum of Civilization Corporation (CMCC) comprises the Canadian Museum of Civilization (CMC) – Canada's national museum of social and cultural human history – and its affiliate museums: the Canadian War Museum (CWM) – Canada's national museum of military history, and the entirely virtual Museum of New France.

CMC also houses five major permanent exhibition spaces: the Canada Hall, the Grand Hall, the First Peoples Hall, the Canadian Children's Museum, and the Canadian Postal Museum as well as an IMAX® theatre and multiple special exhibition areas.

# Canadian Museum of Nature

## Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.  
Minister of Canadian Heritage and Minister  
Responsible for Status of Women

## Chairperson

Robert Kenneth Armstrong, O.M.C.

## President and Chief Executive Officer

Joanne DiCosimo

## Head Office

Victoria Memorial Museum Building  
240 McLeod Street  
PO Box 3443, Station D  
Ottawa ON  
K1P 6P4  
Telephone: (613) 566-4700  
Facsimile: (613) 364-4020  
Web site: [www.nature.ca](http://www.nature.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3);  
Schedule III, Part I of the *Financial  
Administration Act*; an agent of Her Majesty.

## Mandate

To increase throughout Canada and  
internationally, interest in, knowledge of and  
appreciation and respect for the natural world  
by establishing, maintaining and developing  
for research and posterity a collection of  
natural history objects, with special but not  
exclusive reference to Canada, and by  
demonstrating the natural world, the  
knowledge derived from it and the  
understanding it represents.

## Corporate Profile

The Canadian Museum of Nature is Canada's foremost natural history and natural sciences museum. The Museum's focus is systematics research and the application of its expertise to specific projects in biodiversity, earth sciences and life sciences. Discover Canada's natural heritage through unique exhibitions and travelling exhibitions, high-definition cinema and daily special programmes.

# Canadian Race Relations Foundation

## Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.  
Minister of Canadian Heritage and Minister  
Responsible for Status of Women

## Acting Chairperson

Andrée Ménard

## Executive Director

Karen R. Mock

## Head Office

Suite 701  
4576 Yonge Street  
Toronto ON  
M2N 6N4  
Telephone: (416) 952-3500  
Facsimile: (416) 952-3326  
Web site: [www.crr.ca](http://www.crr.ca)

## Auditor

Hilborn Ellis Grant LLP

## Incorporation and Status

1996 under the *Canadian Race Relations Foundation Act*; exempt from Part X of the *Financial Administration Act* (except for sections 131 to 148); not an agent of Her Majesty; a registered charity for the purposes of the *Income Tax Act*.

## Mandate

To facilitate, throughout Canada, the development, sharing and application of knowledge and expertise to contribute to the elimination of racism and all other forms of racial discrimination in Canadian society.

## Corporate Profile

The work of the Canadian Race Relations Foundation (CRRF) focuses on raising public awareness of the causes and manifestations of racism in Canada. It is a source of information, providing perspective and research data to contribute to the elimination of racism.

The Foundation focuses on a variety of issues through the contract research program and conferences, forums and workshops placing particular emphasis on eliminating racism in employment and education. Information and resource development include disseminating information through the CRRF's Web site, annotated bibliographies and published materials.

The Foundation was proclaimed by the federal government on October 28, 1996 and, in accordance with the Japanese Canadian Redress Agreement, the government provided the Foundation with a one-time endowment fund of \$24 million. CRRF operates on income generated by investing the endowment fund, and donations.

# National Arts Centre Corporation

## Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.  
Minister of Canadian Heritage and Minister  
Responsible for Status of Women

## Chairperson

David S. R. Leighton

## President and Chief Executive Officer

Peter A. Herrndorf

## Head Office

53 Elgin Street  
PO Box 1534, Station B  
Ottawa ON  
K1P 5W1  
Telephone: (613) 947-7000  
Facsimile: (613) 996-9578  
Web site: [www.nac-cna.ca](http://www.nac-cna.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1966 by the *National Arts Centre Act*  
(R.S.C. 1985, c. N-3); exempt from Divisions  
I to IV of Part X of the *Financial  
Administration Act* (except for sections 131 to  
148); not an agent of Her Majesty; a  
charitable organization for the purposes of the  
*Income Tax Act*.

## Mandate

To play a leadership role in fostering artistic  
excellence in all of the performing arts  
disciplines.

## Corporate Profile

The National Arts Centre Corporation (NAC) was created in 1966 by an Act of Parliament as a national showcase for the performing arts. It co-produces with other organizations throughout the country. It also hosts festivals and, through media and its tours, reaches out to audiences across Canada and around the world.

The NAC is home to the National Arts Centre Orchestra, and fulfills its artistic mandate through the presentation of classical music, dance, English language theatre, French language theatre, variety and community programming.

In addition to ticket sales and donations, the NAC generates half of its total revenue from facilities rentals, catering, and restaurant and parking services. The balance comes from an annual Parliamentary appropriation.

# National Capital Commission

## Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.  
Minister of Canadian Heritage and Minister  
Responsible for Status of Women

## Chairperson and Chief Executive Officer

Marcel Beaudry

## Head Office

40 Elgin Street  
Ottawa ON  
K1P 1C7  
Telephone: (613) 239-5555  
Facsimile: (613) 239-5039  
Web site: [www.canadascapital.gc.ca](http://www.canadascapital.gc.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1958 by the *National Capital Act*  
(R.S.C. 1985, c. N-4; amended in 1988  
S.C. 1988, c. 54); Schedule III, Part X of the  
*Financial Administration Act*; an agent of  
Her Majesty.

## Mandate

To prepare plans for and assist in the development, conservation and improvement of the National Capital Region in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance; to organize, sponsor or promote such public activities and events in the National Capital Region as will enrich the cultural and social fabric of Canada, taking into account the federal character of Canada, the equality of status of the official languages of Canada, and the heritage of the people of Canada.

## Corporate Profile

The National Capital Commission (NCC) fosters Canadian pride and contributes to awareness and understanding of, and participation in, Canada's Capital Region (CCR). The NCC animates and interprets the Capital as a place to experience Canadian heritage, culture and achievements through the presentation of major events, including Canada Day and Winterlude, through the Capital Infocentre and other orientation programs to inform visitors about the Capital, and through outreach and marketing activities to increase awareness of the Capital outside the CCR.

The NCC also plans the development and use of federal lands in the CCR. The Corporation manages and protects its own physical assets to optimize their contribution to NCC programs and mandate and looks after other key federal lands and buildings for future generations, including six official residences, urban lands, parks, parkways, bridges, Gatineau Park and the Greenbelt.

# National Gallery of Canada

## Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.  
Minister of Canadian Heritage and Minister  
Responsible for Status of Women

## Chairperson

Donald R. Sobey

## Director and Chief Executive Officer

Pierre Théberge

## Head Office

380 Sussex Drive  
PO Box 427, Station A  
Ottawa ON  
K1N 9N4  
Telephone: (613) 990-1985  
Facsimile: (613) 993-4385  
Web site: [www.national.gallery.ca](http://www.national.gallery.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3);  
Schedule III, Part I of the *Financial  
Administration Act*; an agent of Her Majesty.

## Mandate

To develop, maintain and make known, throughout Canada and internationally, a collection of historic and contemporary works of art with special, but not exclusive, reference to Canada; and to further the knowledge, understanding and enjoyment of art among Canadians.

## Corporate Profile

The National Gallery of Canada carries out its mandate through four broad activity areas: acquiring, researching, documenting and preserving works of art to represent and present Canada's visual arts heritage; fostering broad access nationally and internationally to the Gallery's collections, research and expertise; providing secure and suitable facilities for the collections, visitors and staff; and, ensuring Gallery resources are effectively developed, directed, administered and controlled. The Gallery also has an affiliate, the Canadian Museum of Contemporary Photography in Ottawa.

# National Museum of Science and Technology

## Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.  
Minister of Canadian Heritage and Minister  
Responsible for Status of Women

## Acting Chairperson

Walter Parsons

## President and Chief Executive Officer

Christopher J. Terry

## Head Office

2380 Lancaster Road  
PO Box 9724, Station T  
Ottawa ON  
K1G 5A3  
Telephone: (613) 991-3044  
Facsimile: (613) 990-3636  
Web site: [www.technomuses.ca](http://www.technomuses.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3);  
Schedule III, Part I of the *Financial  
Administration Act*; an agent of Her Majesty.

## Mandate

To foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects with special, but not exclusive, reference to Canada, and by demonstrating the products and processes of science and technology, as well as their economic, social and cultural relationships with society.

## Corporate Profile

The National Museum of Science and Technology (which now uses Canada Science and Technology Museum Corporation as its operating name) is responsible for the development and management of a representative collection of scientific and technological artifacts and materials which focuses on seven major subject areas – aviation, communications, industrial technology, natural resources, renewable resources including agriculture, scientific instrumentation and transportation.

The Corporation manages three museum sites: the Canada Science and Technology Museum, the Canada Agriculture Museum and the Canada Aviation Museum. Each museum sets its own public programming activities and strategies in recognition of the different markets and clientele each serves. The museums operate under a common set of corporate policies. Support services such as human resources, finance and facilities management are provided centrally.

# Telefilm Canada

## Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.  
Minister of Canadian Heritage and Minister  
Responsible for Status of Women

## Chairperson

Charles Bélanger

## Executive Director

Wayne Clarkson

## Head Office

Suite 700  
360 Saint-Jacques Street  
Montreal QC  
H2Y 4A9  
Telephone: (514) 283-6363  
Facsimile: (514) 283-8212  
Web site: [www.telefilm.gc.ca](http://www.telefilm.gc.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1967 by the *Telefilm Canada Act*  
(R.S.C. 1985, c. C-16); exempt from  
Divisions I to IV of Part X of the *Financial  
Administration Act* (except for sections 90 to  
93, 94(2), 95, 99, 100, 102 and 131 to 148);  
an agent of Her Majesty.

## Mandate

To foster and promote the development of the  
audio-visual industry in Canada.

## Corporate Profile

Telefilm Canada is dedicated primarily to the development and promotion of the Canadian film,  
television, new media and music industries.

The Corporation provides financial assistance and strategic leverage to the industry in producing  
high-quality works - e.g. feature films, drama series, documentaries, children's shows,  
variety/performing arts programs, and new media products - that reflect Canadian society,  
including its linguistic duality and cultural diversity.

Telefilm Canada maintains four offices in Canada (in Montréal, Toronto, Vancouver and  
Halifax), along with a European office, located in Paris.

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## Finance

# Bank of Canada

## Appropriate Minister

The Honourable Ralph E. Goodale, P.C., M.P.  
Minister of Finance

## Governor

David A. Dodge

## Head Office

234 Wellington Street  
Ottawa ON  
K1A 0G9  
Telephone: 1-800-303-1282  
Facsimile: (613) 782-7713  
Web site: [www.bank-banque-canada.ca](http://www.bank-banque-canada.ca)

## Auditors

Ernst & Young LLP  
Deloitte & Touche LLP

## Incorporation and Status

1934 by the *Bank of Canada Act*  
(R.S.C. 1985, c. B-2); acts as the fiscal agent  
of the Government of Canada; exempt from  
Divisions I to IV of Part X of the *Financial  
Administration Act*.

## Mandate

To formulate and implement monetary policy  
in Canada; and to act as the government's  
fiscal agent. The Bank has the sole right to  
issue paper currency for circulation in  
Canada.

## Corporate Profile

The Bank of Canada promotes Canada's economic and financial well-being. Its five primary functions are:

- **Monetary policy:** The objective of monetary policy is to promote solid economic performance and higher living standards for Canadians by keeping inflation low, stable, and predictable.
- **Currency:** The Bank is responsible for the design, production, and distribution of paper currency - bank notes. It must ensure that there is a sufficient supply of bank notes and that those notes are secure against counterfeiting.
- **Financial System:** The objective of this function is to promote the safe and efficient operation of the financial system. The Bank helps Canada's payments system function smoothly, keeping accounts for the country's largest deposit-taking institutions.
- **Funds Management:** The Bank of Canada is the federal government's fiscal agent. It acts as banker and manager for Canada's debt and reserves, and manages the government's exposure to financial risks.
- **Retail Debt Services:** The Bank ensures that all holders of Canada Savings Bonds, Canada Premium Bonds, and Canada Investment Bonds have their information registered and their accounts serviced through efficient operations and systems support.

# Canada Deposit Insurance Corporation

## Appropriate Minister

The Honourable Ralph E. Goodale, P.C., M.P.  
Minister of Finance

## Chairperson

Ronald N. Robertson

## President and Chief Executive Officer

Guy L. Saint-Pierre

## Head Office

17<sup>th</sup> Floor  
50 O'Connor Street  
PO Box 2340, Station D  
Ottawa ON  
K1P 5W5  
Telephone: (613) 996-2081  
Facsimile: (613) 996-6095  
Web site: [www.cdic.ca](http://www.cdic.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1967 by the *Canada Deposit Insurance Corporation Act* (R.S.C. 1985, c. C-3; R.S.C. 1985, c. 18 (2<sup>nd</sup> Supp.); R.S.C. 1985, c. 18 (3<sup>rd</sup> Supp.); S.C. 1991, c. 45; S.C. 1992, c.c. 1, 26, 27; S.C. 1993, c. 34; S.C. 1996, c. 6; S.C. 1997, c. 15; S.C. 1999, c.c. 28, 31; S.C. 2001, c. 9); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To provide insurance for eligible deposits with member institutions; to promote and otherwise contribute to the stability of the Canadian financial system; and to pursue the foregoing for the benefit of depositors and in such a manner as will minimize CDIC's exposure to loss.

## Corporate Profile

In providing deposit insurance, the Canada Deposit Insurance Corporation (CDIC) undertakes a wide range of initiatives to increase understanding of deposit insurance, to assess and manage the risks of insuring deposits in collaboration with regulators, to manage relationships with federal and provincial governments, member institutions and their associations, and other interested parties, to keep abreast of economic and policy issues, and to minimize the cost of deposit insurance. The primary functions of CDIC involve insurance and risk management, claims and recoveries, and depositor communications and awareness.

At March 31, 2005, CDIC had 81 member institutions, 5 less than the previous year.

# Canada Development Investment Corporation

## Appropriate Minister

The Honourable Ralph E. Goodale, P.C., M.P.  
Minister of Finance

## Chairperson

Donald McQ. Shaver

## Head Office

L'Esplanade Laurier  
PO Box 71058  
Ottawa ON  
K2P 2L9  
Telephone: (613) 943-9391  
Facsimile: (613) 943-9390

## Auditors

Auditor General of Canada  
KPMG LLP

## Incorporation and Status

1982 under the *Canada Business Corporations Act*. Articles of incorporation, May 26, 1982; Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To manage Crown corporations and investments assigned to it, and to privatize its holdings when appropriate. In January 1995, the government completed an assessment of the Corporation's future role. As a result, the Corporation's current mandate is to wind down its operations by divesting its remaining assets in an orderly fashion and to ready the Corporation for eventual windup.

## Corporate Profile

The Canada Development Investment Corporation (CDIC) manages two wholly owned subsidiaries: Canada Eldor Inc. and Canada Hibernia Holding Corporation. The latter manages the federal government's 8.5-per-cent interest in the Hibernia Oil and Gas Offshore Development Project.

CDIC also administers outstanding issues pursuant to prior divestitures, including the sale of the operating assets of Canada Eldor Inc. (CEI) to Cameco Corporation (Cameco). These issues, include certain waste contingencies and outstanding litigation.

# Canada Pension Plan Investment Board

## Appropriate Minister

The Honourable Ralph E. Goodale, P.C., M.P.  
Minister of Finance

## Chairperson

Gail Cook-Bennett

## President and Chief Executive Officer

David F. Denison

## Head Office

Suite 2700  
One Queen Street East  
Toronto ON  
M5C 2W5  
Telephone: (416) 868-4075  
Facsimile: (416) 868-4083  
Web site: [www.cppib.ca](http://www.cppib.ca)

## Auditor

Deloitte & Touche LLP

## Incorporation and Status

1998 by the *Canada Pension Plan Investment Board Act* (S.C. 1997, c. 40); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

## Mandate

To invest the Canada Pension Plan (CPP) assets with a view to achieving a maximum rate of return, without undue risk of loss, having regard to the factors that may affect the funding of the Canada Pension Plan and the ability of the Canada Pension Plan to meet its financial obligations on any given business day.

## Corporate Profile

The role of the CPP Investment Board is to invest the funds not needed by the Canada Pension Plan to pay current pensions. Cash flows are currently invested in equities and real return assets, including real estate and infrastructure, to balance the cash and bonds owned by the Canada Pension Plan. By increasing the long-term value of funds, the CPP Investment Board will help the Canada Pension Plan to keep its pension promise to 16 million Canadians.

## Fisheries and Oceans

# Freshwater Fish Marketing Corporation

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## **Appropriate Minister**

The Honourable Geoff Regan, P.C., M.P.  
Minister of Fisheries and Oceans

## **Chairperson**

Jim Bear

## **President and Chief Executive Officer**

Robert F. Hand

## **Head Office**

1199 Plessis Road  
Winnipeg MB  
R2C 3L4  
Telephone: (204) 983-6600  
Facsimile: (204) 983-6497

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1969 by the *Freshwater Fish Marketing Act* (R.S.C. 1985, c. F-13); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

The Corporation's mandate is to purchase all fish lawfully fished and offered for sale, to create an orderly market, to promote international markets, to increase fish trade, and to increase returns to fishers.

Established with the participation of each of the provinces and the territory in which it operates for the purpose of marketing and trading in and outside of Canada in fish, fish products and fish by-products produced within its mandated region. The participation of the provinces of Manitoba, Saskatchewan, Alberta and Ontario, and the Northwest Territories was established by agreement with the Government of Canada.

## **Corporate Profile**

The Freshwater Fish Marketing Corporation operates on a self-sustaining basis with no appropriations from Parliament. In practice, the Corporation operates much like a producers' co-operative, with the beneficiaries being the commercial fish producers in Manitoba, Saskatchewan, Alberta, the Northwest Territories and Northwestern Ontario. The Corporation has the exclusive right to trade and market the products of the commercial fishery on an interprovincial and export basis. Its primary goal is to achieve the greatest economic returns possible for the commercial fish producers it serves, by providing a range of products and services to its customers.



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## Foreign Affairs

# International Development Research Centre

## **Appropriate Minister**

The Honourable Pierre S. Pettigrew, P.C., M.P.  
Minister of Foreign Affairs

## **Chairperson**

Gordon S. Smith

## **President**

Maureen O'Neil

## **Head Office**

250 Albert Street  
PO Box 8500  
Ottawa ON  
K1G 3H9  
Telephone: (613) 236-6163  
Facsimile: (613) 238-7230  
Web site: [www.idrc.ca](http://www.idrc.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1970 by the *International Development Research Centre Act*, (R.S.C. 1985, c. I-19); exempt from Divisions I to IV of Part X of the *Financial Administration Act* (except for sections 131 to 148); not an agent of Her Majesty.

## **Mandate**

To initiate, encourage, support and conduct research into the problems of the developing regions of the world and into the means for applying and adapting scientific, technical and other knowledge for the economic and social advancement of those regions.

## **Corporate Profile**

The International Development Research Centre (IDRC) is one of the world's leading institutions in the generation and application of the new knowledge to meet the challenges facing developing countries. IDRC funds applied research by researchers from developing countries on the problems they identify as crucial to their communities. It also provides technical support to those researchers. IDRC builds local capacity in developing countries to undertake research and create innovations, believing that people from developing countries must take the lead in producing and applying knowledge for the benefit of their own communities. IDRC also fosters alliances and knowledge sharing between scientific, academic and development communities in Canada and developing countries. IDRC's core mission supports Canada's foreign policy and innovation policy goals.

## Industry

# Business Development Bank of Canada

## Appropriate Minister

The Honourable David L. Emerson, P.C., M.P.  
Minister of Industry

## Chairperson

Cedric E. Ritchie

## President and Chief Executive Officer

Jean-René Halde

## Head Office

BDC Building  
Suite 400  
5 Place Ville Marie  
Montreal QC  
H3B 5E7  
Telephone: (514) 283-5904  
Facsimile: (514) 283-7838  
Web site: [www.bdc.ca](http://www.bdc.ca)

## Auditors

Auditor General of Canada  
Raymond Chabot Grant Thornton

## Incorporation and Status

1974 by the *Federal Business Development Bank Act* (R.S.C. 1985, c. F-6) and continued by the *Business Development Bank of Canada Act* (S.C. 1995, c. 28); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To promote and assist in the development of business enterprises in Canada, especially small and medium-sized, by providing a wide range of financial and business management consulting products and services.

## Corporate Profile

The mission of the Business Development Bank of Canada (BDC) is to help create and develop Canadian small and medium-sized businesses (SMEs) through timely and relevant financial (loans, venture capital and subordinate financing) and consulting services. BDC provides complementary financial services and is also a pan-Canadian source of equity financing.

BDC aims to make a unique and significant contribution to the success of dynamic and innovative entrepreneurship for the benefit of all Canadians. In carrying out its mandate, the Bank gives special consideration to supporting the innovative capacity of SMEs through its array of financial and consulting solutions.

# Canadian Tourism Commission

## Appropriate Minister

The Honourable David L. Emerson, P.C., M.P.  
Minister of Industry

## Chairperson

The Honourable Charles Lapointe, P.C.

## President and Chief Executive Officer

Michele McKenzie

## Head Office

Suite 600  
55 Metcalfe Street  
Ottawa ON  
K1P 6L5  
Telephone: (613) 946-1000  
Facsimile: (613) 941-0523  
Web sites: [www.travelcanada.ca](http://www.travelcanada.ca)  
[www.canadatourism.com](http://www.canadatourism.com)

## Auditor

Auditor General of Canada

## Incorporation and Status

2001 by the *Canadian Tourism Commission Act* (S.C. 2000, c. C-5); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To sustain a vibrant and profitable tourism industry in Canada, market Canada as a desirable tourist destination, support a co-operative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and provide information about Canadian tourism to the private sector and to the federal, provincial and territorial governments.

## Corporate Profile

The activities of the Canadian Tourism Commission (CTC) include marketing the Canada Tourism Brands within Canada and internationally, and providing Canada's tourism industry with the tools and strategic information it needs to succeed. In pursuit of its objectives, and working with its public- and private-sector partners, the CTC undertakes:

- Joint advertising and promotional activities in markets across Canada, United States, Asia-Pacific, and Europe/Latin America;
- Macroeconomic, market and industry research;
- Product Innovation and Enhancement activities;
- Production of TOURISM Daily; TOURISM online, sent out monthly; and TOURISM, Canada's tourism business magazine, published every two months.

# Standards Council of Canada

## Appropriate Minister

The Honourable David L. Emerson, P.C., M.P.  
Minister of Industry

## Chairperson

Hugh A. Krentz

## Executive Director

Peter D. Clark

## Head Office

Suite 200  
270 Albert Street  
Ottawa ON  
K1P 6N7  
Telephone: (613) 238-3222  
Facsimile: (613) 569-7808  
Web site: [www.scc.ca](http://www.scc.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1970 by the *Standards Council of Canada Act* (R.S.C. 1996, c. 24); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

## Mandate

To oversee Canada's National Standards System by promoting efficient and effective voluntary standardization in Canada where standardization is not expressly provided for by law. These activities are aimed at advancing the national economy, supporting sustainable development, and benefiting the health, safety and welfare of workers and the public. These functions are also intended to assist and protect consumers, facilitate domestic and international trade, and further international cooperation in relation to standardization.

## Corporate Profile

The work of the Standards Council of Canada (SCC) falls into three principal areas: accreditation of Canadian standards development organizations and conformity assessment organizations in Canada and other countries as designated in the *Standards Council of Canada Act*; representation of Canadian interests in international and regional standardization and trade forums; and dissemination of all types of standardization information.

SCC also serves as Canada's World Trade Organization/North American Free Trade Agreement (WTO/NAFTA) Enquiry Point.



## Infrastructure and Communities

# Canada Lands Company Limited

## Appropriate Minister

The Honourable John F. Godfrey, P.C., M.P.  
Minister of State (Infrastructure and  
Communities)

## Chairperson

Marc Rochon

## Acting President and Chief Executive Officer

Jim Lynes

## Head Office

Suite 1500  
200 King Street West  
Toronto ON  
M5H 3T4  
Telephone: (416) 952-6100  
Facsimile: (416) 952-6200  
Web site: [www.clc.ca](http://www.clc.ca)

## Auditors

Auditor General of Canada  
Ernst & Young LLP

## Incorporation and Status

1956 by letters patent; reorganized under the *Canada Business Corporations Act*, September 19, 1977; Certificate of Continuance under the *Canada Business Corporations Act*, July 7, 1981; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To create value, through its active subsidiary, from strategic properties no longer required for program purposes by the Government of Canada.

## Corporate Profile

Canada Lands Company Limited (Canada Lands) is the parent company of three wholly owned subsidiaries: Canada Lands Company CLC Limited, which handles the real estate operations; Parc Downsview Park Inc., which reports as a parent Crown corporation and is responsible for the development and management of an urban recreational greenspace on the former Canadian Forces Base (CFB) Toronto lands; and the Old Port of Montreal Corporation Inc., which reports as a parent Crown corporation and is responsible for redeveloping the Old Port of Montreal.

The property holdings of the Corporation fall into three categories, namely, rental properties, properties under development and land held for development or sale. Its principal managed property is Canada's National Tower ("CN Tower") in Toronto.

## Old Port of Montreal Corporation Inc.

### Appropriate Minister

The Honourable John F. Godfrey, P.C., M.P.  
Minister of State (Infrastructure and  
Communities)

### Chairperson

Bernard Lamarre

### President and Chief Executive Officer

M<sup>me</sup> Claude Benoit

### Head Office

333 de la Commune Street W.  
Montreal QC  
H2Y 2E2  
Telephone: (514) 283-5256  
Facsimile: (514) 283-8423  
Web site: [www.oldportofmontreal.com](http://www.oldportofmontreal.com)

### Auditor

Auditor General of Canada

### Incorporation and Status

1981 under the *Canada Business Corporations Act*; a wholly owned subsidiary of the Canada Lands Company Limited; directed by Order in Council (P.C. 1987–86) to report as if it were a parent Crown corporation; an agent of Her Majesty.

### Mandate

To develop and promote the Old Port of Montreal site; and to manage and maintain the Crown property in that location intended for recreational, tourist and cultural activities for the general public.

### Corporate Profile

The Old Port of Montreal Corporation Inc. manages and develops a riverside urban park for recreation, tourism and cultural activities. The 47.3-hectare Old Port site has seen significant developments, mainly over the past ten years, and it can now accommodate over seven million visitors a year.

Besides the spaces for recreation and games, the Corporation provides parking services, a port of call for pleasure boats, and a heritage interpretation trail promoting various products. Also, each year it presents a program of over 300 events.

The Corporation also manages the Montreal Science Centre, with three interactive exhibition halls, the IMAX® theatre and the IMMERSION movie game, along with cultural and educational action programs.

# Parc Downsview Park Inc.

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## **Appropriate Minister**

The Honourable John F. Godfrey, P.C., M.P.  
Minister of State (Infrastructure and  
Communities)

## **Chairperson**

David V. J. Bell

## **President and Chief Executive Officer**

Tony Genco

## **Head Office**

1-35 Carl Hall Road  
Toronto, ON  
M3K 2B6  
Telephone: (416) 952-2222  
Facsimile: (416) 952-2225  
Web site: [www.pdp.ca](http://www.pdp.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

July 17, 1998, pursuant to the *Canada Business Corporations Act* as a wholly-owned subsidiary of Canada Lands Company Limited and directed to report as if it were a parent Crown corporation (P.C. 2003-1304); an agent crown corporation.

## **Mandate**

To develop and manage Downsview Park on most of the former Canadian Forces Base Toronto lands as a unique urban recreational green space, to be held in perpetuity and in trust for the enjoyment of future generations.

## **Corporate Profile**

Parc Downsview Park (PDP) was incorporated (as CLC Downsview Inc.) on July 17, 1998, under the *Canada Business Corporations Act* as a wholly-owned subsidiary of Canada Lands Company Limited. Amendments filed January 12, 1999 and February 2, 1999; March 23, 2000, changed the registered name of the Corporation from CLC Downsview Inc. to Parc Downsview Park Inc. Although established as a wholly owned subsidiary, PDP has been deemed to be a parent Crown corporation for the purposes of Part X of the *Financial Administration Act* (FAA) and therefore is required to report separately to Parliament through its own corporate plan summary and annual report. Amendments filed July 25, 2005 reflect its status as an agent Crown corporation.

The Corporation is to be entirely self-financing, with its principal source of revenues derived from the sale or lease of land and facilities, as well as from donations through a Foundation.

## Queens Quay West Land Corporation

### Appropriate Minister

The Honourable John F. Godfrey, P.C., M.P.  
Minister of State (Infrastructure and  
Communities)

### Chairperson

Vacant

### Head Office

Suite 1500  
200 King Street West  
Toronto ON  
M5H 3T4  
Telephone: (416) 952-6100  
Facsimile: (416) 952-6200

### Auditor

Auditor General of Canada

### Incorporation and Status

1936 as Terminal Warehouses Ltd. under the *Ontario Companies Act*; July 14, 1978 as Harbourfront Corporation under the *Business Corporations Act of Ontario*; continued under the *Canada Business Corporations Act*, December 21, 1984; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

### Mandate

To provide solutions to all outstanding business issues, which would allow QQWLC to dispose of its real estate assets and to be dissolved.

### Corporate Profile

Queens Quay West Land Corporation manages the remaining federal properties at the Harbourfront site in Toronto under an agreement with the federal government. Most of the original 100-acre site has been conveyed to the City of Toronto.

In August 1996, the management of the Corporation was transferred from the Canada Development Investment Corporation to Canada Lands Company CLC Limited, which provides staff, facilities and corporate administration. In addition, as the need arises, it continues to retain consultants and advisors to assist with the implementation of its mandate.

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## International Trade

# Canadian Commercial Corporation

## Appropriate Minister

The Honourable James S. Peterson, P.C., M.P.  
Minister of International Trade

## Chairperson

Alan R. Curleigh

## President and Chief Executive Officer

John McBride

## Head Office

Clarica Centre  
Suite 1100  
50 O'Connor Street  
Ottawa ON  
K1A 0S6  
Telephone: (613) 996-0034  
Toll free in Canada: 1-800-748-8191  
Facsimile: (613) 995-2121  
Web site: [www.ccc.ca](http://www.ccc.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1946 by the *Canadian Commercial Corporation Act* (R.S.C. 1985, c. C-14); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To assist in the development of trade between Canada and other nations and to assist Canadians in exporting goods and services.

## Corporate Profile

As Canada's export contracting agency, the Canadian Commercial Corporation (CCC) brings international buyers and Canadian exporters together through contracts built on the best possible terms and conditions. CCC is a member of Team Canada Inc.

As the export contracting arm of the federal government, CCC:

- Provides privileged access for Canadian exports to the U.S. Department of Defense and National Aeronautics and Space Administration markets through formal agreements signed by the Government of Canada;
- Negotiates commercial sales on behalf of Canadian exporters by acting as Prime Contractor, thus providing a platform for government to government transactions;
- Offers assistance and expertise in bid or proposal preparation, export contract negotiations and contract management.

# Export Development Canada

## Appropriate Minister

The Honourable James S. Peterson, P.C., M.P.  
Minister of International Trade

## Chairperson

Paul Gobeil

## President and Chief Executive Officer

Robert A. Wright

## Head Office

151 O'Connor Street  
PO Box 655  
Ottawa ON  
K1A 1K3  
Telephone: (613) 598-2500  
Toll free: 1-800-267-0413  
TTY: 1-866-574-0451  
Facsimile: (613) 237-2690  
Web site: [www.edc.ca](http://www.edc.ca)

## Corporate Profile

As a Crown corporation reporting to Parliament and operating on commercial principles, EDC's mandate is to support and develop, directly or indirectly, Canada's export trade and Canadian capacity to engage in that trade as well as respond to international business opportunities. As Canada's export credit agency, EDC is an integral component of Canada's foreign trade and international business development initiatives, working with other government departments and agencies to enhance the visibility and success of Canadian companies abroad.

Its risk management strategies and treasury operations allow it to provide support without relying on tax dollars. EDC raises funds by charging fees for its services and interest on its loans, as well as issuing debt in capital markets. This financial strength combined with innovative products, international networks, in-depth analysis of global economic conditions — sector by sector, country by country — helps EDC focus on the needs and opportunities of Canadian exporters.

## Auditor

Auditor General of Canada

## Incorporation and Status

1969 by the *Export Development Act* (R.S.C. 1985, c. E-20); (S.C. 1993, c. 26, in force June 10, 1993); (S.C. 2001, c. 33, in force December 21, 2001); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To support and develop, directly or indirectly, Canada's export trade and Canadian capacity to engage in that trade and respond to international business opportunities.



## Labour and Housing

# Canada Mortgage and Housing Corporation

## Appropriate Minister

The Honourable Joseph F. Fontana, P.C., M.P.  
Minister of Labour and Housing

## Chairperson

Dino Chiesa

## President and Chief Executive Officer

Karen Kinsley

## Head Office

700 Montreal Road  
Ottawa ON  
K1A 0P7  
Telephone: (613) 748-2000  
Facsimile: (613) 748-2067  
Web site: [www.cmhc-schl.gc.ca](http://www.cmhc-schl.gc.ca)

## Auditors

Auditor General of Canada  
Raymond Chabot Grant Thornton

## Corporate Profile

As Canada's national housing agency, the Canada Mortgage and Housing Corporation's (CMHC's) mission is to promote housing quality, affordability and choice for Canadians. CMHC delivers its products and services to Canadians and supports federal policy objectives through four areas of housing activity: housing finance, assisted housing, research and information transfer, and export promotion.

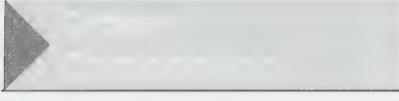
The Corporation: ensures the availability, accessibility and choice of housing funding to Canadians; improves housing and supports the housing market by providing practical information and advice to the housing industry; participates in assisted housing initiatives; and supports and promotes the export of Canadian housing products and expertise.

## Incorporation and Status

1946 by the *Central Mortgage and Housing Corporation Act*; amended March 16, 1979, to *Canada Mortgage and Housing Corporation Act* (R.S.C. 1985, c. C-7); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty except when s.14 of its Act applies.

## Mandate

To promote the construction, repair and modernization of housing, the improvement of housing and living conditions, housing affordability and choice, the availability of low-cost financing for housing and the national well-being of the housing sector.



## National Revenue

# Canada Post Corporation

## Appropriate Minister

The Honourable John McCallum, P.C., M.P.  
Minister of National Revenue/Minister  
responsible for Canada Post Corporation

## Chairperson

Gordon Feeney

## President and Chief Executive Officer

Moya Greene

## Head Office

Canada Post Place  
2701 Riverside Drive  
Ottawa ON  
K1A 0B1  
Telephone: (613) 734-8440  
Facsimile: (613) 734-6022  
E-mail: [service@canadapost.ca](mailto:service@canadapost.ca)  
Web site: [www.canadapost.ca](http://www.canadapost.ca)

## Corporate Profile

The Canada Post Corporation's vision is to be a world leader in providing innovative physical and electronic delivery solutions, creating value for customers, employees and all Canadians. The Corporation is entrusted with approximately 10 billion messages and parcels annually. These items are processed through 26 major plants and many other facilities for delivery to 14 million addresses in Canada. In so doing, it serves approximately 31 million Canadians and over one million businesses and public institutions. There are over 23,000 retail points of purchase where customers can access postal services.

## Auditor

Deloitte & Touche LLP

## Incorporation and Status

1981 by the *Canada Post Corporation Act* (R.S.C. 1985, c. C-10); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To operate Canada's postal service on a self-sustaining basis with a standard of service that meets the needs of Canadians.

# Royal Canadian Mint

## Appropriate Minister

The Honourable John McCallum, P.C., M.P.  
Minister of National Revenue

## Chairperson

Emmanuel Triassi

## Interim President and Chief Executive Officer

Marguerite F. Nadeau, QC

## Head Office

320 Sussex Drive  
Ottawa ON  
K1A 0G8  
Telephone: (613) 993-3500  
Facsimile: (613) 952-8342  
Web site: [www.mint.ca](http://www.mint.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1969 by the *Royal Canadian Mint Act* (R.S.C. 1985, c. R-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To mint coins in anticipation of profit and to carry out other related activities.

## Corporate Profile

The Royal Canadian Mint (the Mint) is responsible for minting the nation's circulation coins. Founded in 1908 as a branch of the Mint of the United Kingdom, its operations were devolved to the Crown in right of Canada in 1931. Initially a departmental agency of the government, the Mint was incorporated by legislation in 1969. In 1987, a share-capital structure was created for the Mint. In 1999, the legislation was further amended to give the Mint the rights, powers and privileges and the capacity of a natural person.

As a fully commercial Crown corporation, the Mint generates commercial revenue by offering a wide range of specialized coin products and related services, both nationally and internationally.

The Mint owns two facilities – one in Ottawa and the other in Winnipeg. The Ottawa facility houses the corporate head office, the gold refinery, and the production facilities for numismatic and bullion coins, medals and medallions. The Winnipeg Plant, which includes a plating facility, produces all of Canada's circulation coins as well as circulation coins for foreign countries.

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## Natural Resources

# Atomic Energy of Canada Limited

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## Appropriate Minister

The Honourable John McCallum, P.C., M.P.  
Acting Minister of Natural Resources

## Chairperson

J. Raymond Frenette

## President and Chief Executive Officer

Robert G. Van Adel

## Head Office

2251 Speakman Drive  
Mississauga ON  
L5K 1B2  
Telephone: (905) 823-9040  
Toll free: 1-866-886-2325  
Facsimile: (905) 823-6120  
Web site: [www.aecl.ca](http://www.aecl.ca)

## Auditors

Auditor General of Canada  
Ernst & Young LLP

## Incorporation and Status

1952 under Part I of the *Canada Corporations Act*; continued July 8, 1977, under a certificate, amended July 5, 1982, under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

Sustain and enhance nuclear technology to safely and securely support Canada's nuclear energy supply; manage nuclear wastes and legacy liabilities; and maximize return on investment in nuclear technology by supplying innovative products and services.

## Corporate Profile

Atomic Energy of Canada Limited (AECL) is an integrated nuclear technology company providing services to nuclear utilities worldwide. AECL's commercial operations include reactor development, design, engineering, special equipment, manufacturing, project management and construction of CANada Deuterium Uranium (CANDU<sup>®</sup>) power plants, and provision of reactor services and technical support to operating CANDU reactors. AECL also operates nuclear laboratories and performs research, produces isotopes used in nuclear medicine and other applications, stores and manages nuclear wastes and decommissions nuclear facilities.

# Cape Breton Development Corporation

## Appropriate Minister

The Honourable John McCallum, P.C., M.P.  
Acting Minister of Natural Resources

## Chairperson

Gordon M. MacInnis

## President and Chief Executive Officer

Merrill D. Buchanan

## Head Office

2920 Hinchey Avenue  
New Waterford NS  
B1H 2M4  
Telephone: (902) 842-2600  
Facsimile: (902) 842-2589

## Corporate Profile

The Cape Breton Development Corporation (Devco) was formed by an Act of Parliament in 1967 and is wholly owned by the Government of Canada. The Corporation, which is located on Cape Breton Island, Nova Scotia, closed its last remaining coal mine in the fall of 2001. Also, at that time, a sale of surface assets including the pier, railway and other associated assets was concluded. The residual activities of the Corporation involve addressing significant obligations for benefits to former employees and for environmental remediation as well as the disposal of remaining assets.

## Auditor

Auditor General of Canada

## Incorporation and Status

1967 by the *Cape Breton Development Corporation Act*, (R.S.C. 1985, c. C-25); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To administer and fund the closure of the mining operations and related workforce reduction programs.



## Public Works and Government Services

# Defence Construction (1951) Limited

## Appropriate Minister

The Honourable Scott Brison, P.C., M.P.  
Minister of Public Works and Government  
Services

## Chairperson

John D. McLure

## President and Chief Executive Officer

Ross Nicholls

## Head Office

Constitution Square  
19<sup>th</sup> Floor  
350 Albert Street  
Ottawa ON  
K1A 0K3  
Telephone: (613) 998-4500  
Facsimile: (613) 998-1218  
Web site: [www.dcc-cdc.gc.ca](http://www.dcc-cdc.gc.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1951 by the *Defence Production Act*  
(R.S.C. 1985, c. D-1); continued under the  
*Canada Business Corporations Act*,  
November 21, 1978; Schedule III, Part I of  
the *Financial Administration Act*; an agent of  
Her Majesty.

## Mandate

Defence Construction (1951) Limited was  
created in 1951 to provide a wide variety of  
property-related services to support the  
Department of National Defence in the  
management of its facilities infrastructure  
needs.

## Corporate Profile

Defence Construction (1951) Limited (DCC) provides service in the areas of contracting,  
contract management and other property related services in support of defence projects. DCC's  
involvement includes supporting the environmental programs of the Department of National  
Defence (DND), as well as its construction programs at home and abroad. All infrastructure  
work is implemented by private industry and DCC serves as an interface between DND and the  
contractors and suppliers contracted to complete the work. DCC's function is to ensure the  
financial and competitive integrity of the contracting process; devise sound contracts that protect  
the interests of both the government and those entrusted with implementation; and monitor and  
influence the time, cost and quality aspects of projects.



## Transport

# Atlantic Pilotage Authority

## Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.  
Minister of Transport

## Chairperson

Anne Soucie

## Chief Executive Officer

R. Anthony McGuinness

## Head Office

Suite 910  
Cogswell Tower  
2000 Barrington Street  
Halifax NS  
B3J 3K1  
Telephone: (902) 426-2550  
Facsimile: (902) 426-4004  
Web site: [www.atlanticpilotage.com](http://www.atlanticpilotage.com)

## Auditor

Auditor General of Canada

## Incorporation and Status

1972 pursuant to the *Pilotage Act*  
(R.S.C. 1985, c. P-14); Schedule III, Part I of  
the *Financial Administration Act*; not an  
agent of Her Majesty.

## Mandate

To establish, operate, maintain and  
administer, in the interest of safety, an  
efficient pilotage service within the  
designated waters set out in respect of the  
Authority. These objectives are to be  
achieved by establishing a fair and reasonable  
tariff.

## Corporate Profile

In addition to providing pilotage services, the Atlantic Pilotage Authority (the Authority) with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Of the 33 pilotage areas in the Atlantic region, 16 are compulsory pilotage areas. The criteria for determining which ports should become compulsory are: the degree of difficulty and hazard in the approaches and within the port itself; the amount of vessel movement and the manoeuvrability of those vessels; the design of wharves and slips; the nature of the cargo; and environmental concerns and the preservation of the ecosystem.

## Blue Water Bridge Authority

### Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.  
Minister of Transport

### Chairperson

Douglas G. Keddy

### President and Chief Executive Officer

Dan M. Elash

### Head Office

1 Bridge Street  
Point Edward ON  
N7V 4J5  
Telephone: (519) 336-2720  
Facsimile: (519) 336-7622  
Web site: [www.bwba.org](http://www.bwba.org)

### Auditor

Auditor General of Canada

### Incorporation and Status

1964 by the *Blue Water Bridge Authority Act*; became a federal Crown corporation listed in Schedule III, Part I of the *Financial Administration Act* on April 26, 2002; not an agent of Her Majesty.

### Mandate

To operate, maintain and repair the Canadian halves of the two bridges spanning the St. Clair River between Sarnia, Ontario and Port Huron, Michigan and the approaches and structures.

### Corporate Profile

The Blue Water Bridge Authority (BWBA) owns and operates the Canadian half of the Blue Water Bridge, located between Sarnia/Point Edward, Ontario, and Port Huron, Michigan. The American half is owned and operated by the Michigan Department of Transportation. The BWBA was created in 1964 by the *Blue Water Bridge Authority Act*, and was expected to become a bi-national authority. However, the U.S. has never exercised its option to appoint members, which would have created the bi-national authority. Because all members of the board of directors are appointed by the Governor in Council, the Blue Water Bridge Authority was deemed as a federal Crown corporation on April 26, 2002. The BWBA has the authority to set and charge tolls for the use of the bridge structures.

The Authority is in the process of preparing a renewable long-term plan for the Canadian Plaza. The plan is intended to guide development over the twenty-year period to 2022 and will include a staged implementation plan responsive to forecasted growth and financial resources in order to ensure BWBA's ability to meet future traffic demand.

# Canadian Air Transport Security Authority

## Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.  
Minister of Transport

## Chairperson

Maurice Baril

## President and Chief Executive Officer

Jacques Duchesneau

## Head Office

13<sup>th</sup> Floor  
99 Bank Street  
Ottawa ON  
K1P 6B9  
Telephone: 1-888-294-2202  
Facsimile: (613) 991-6726  
Web site: [www.catsa-acsta.gc.ca](http://www.catsa-acsta.gc.ca)

## Corporate Profile

The Canadian Air Transport Security Authority (CATSA) is responsible for:

- Pre-board screening of passengers and their belongings;
- Acquisition, deployment, and maintenance of explosives detection equipment at airports;
- Federal contributions for airport policing related to civil aviation security measures;
- Implementation and oversight of the Canadian Air Carrier Protective Program, working with the RCMP to provide police on-board aircraft;
- Restricted Area Identification Card; and
- Non-Passenger screening.

CATSA is also responsible for any other air transport security functions that the Minister of Transport may assign to it, subject to any terms and conditions that the Minister may establish.

## Auditor

Auditor General of Canada

## Incorporation and Status

2002 pursuant to the *Canadian Air Transport Security Authority Act*, as part of Bill C-49, the *Budget Implementation Act, 2001*; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To be responsible for the effective and efficient delivery of several key aviation security services in Canada.

# Federal Bridge Corporation Limited, The

## Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.  
Minister of Transport

## President and Chief Executive Officer

Michel Fournier

## Head Office

Suite 1210  
55 Metcalfe Street  
Ottawa ON  
K1P 6L5  
Telephone: (613) 993-6880  
Facsimile: (613) 993-6945  
Web site: [www.federalbridge.ca](http://www.federalbridge.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1998 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To provide users with safe and effective infrastructures at its two wholly owned subsidiaries, Jacques Cartier and Champlain Bridges Incorporated and The Seaway International Bridge Corporation Ltd., as well as at the Canadian facilities of the Thousand Islands Bridge.

## Corporate Profile

The Federal Bridge Corporation Limited (FBCL) was incorporated in 1998 to assume the non-navigational management responsibilities of the St. Lawrence Seaway Authority.

FBCL is also responsible for the Jacques Cartier and Champlain Bridges Incorporated, the Seaway International Bridge Corporation, Ltd. and the activities of the Canadian half of the Thousand Islands International Bridge and also the Canadian half of the Sault Ste. Marie International Bridge.

The Corporation and its subsidiary, St. Mary's River Bridge Company, as well as its joint venture, the Seaway International Bridge Corporation, Ltd., finance their activities through their operating revenue, while the subsidiary, the Jacques Cartier and Champlain Bridges Incorporated, depends on the Government of Canada for its financing.

# Great Lakes Pilotage Authority

## Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.  
Minister of Transport

## Chairperson

Brian C. Ducharme

## Chief Executive Officer

Robert F. Lemire

## Head Office

2<sup>nd</sup> Floor  
202 Pitt Street  
PO Box 95  
Cornwall ON  
K6H 5R9  
Telephone: (613) 933-2991  
Facsimile: (613) 932-3793  
E-mail: [administration@glpa-apgl.com](mailto:administration@glpa-apgl.com)

## Auditor

Auditor General of Canada

## Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); incorporated under the *Canada Corporations Act* in May 1972 as a subsidiary of The St. Lawrence Seaway Authority; deemed to be a parent corporation within the meaning of the *Financial Administration Act* and listed in Schedule III, Part I of that Act; became a parent corporation on October 1, 1998 pursuant to the *Canada Marine Act*; not an agent of Her Majesty.

## Mandate

To establish, maintain and administer a safe and efficient pilotage service in all Canadian waters in Ontario and Manitoba, as well as in Quebec south of the northern entrance to the St. Lambert Lock.

## Corporate Profile

In addition to providing pilotage services, the Great Lakes Pilotage Authority, with the approval of the Governor in Council, makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

The Authority coordinates its operations with a number of other organizations such as the St. Lawrence Seaway Management Corporation and the United States Seaway Development Corporation which operate the lock facilities and maintain a traffic control system within the region. Other organizations involved are the Canadian Coast Guard, which provides aids to navigation, and the United States Coast Guard, which is responsible for United States pilotage matters in international waters.

## Laurentian Pilotage Authority

### Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.  
Minister of Transport

### Chairperson

Gilles Champagne

### Chief Executive Officer

Réjean Lanteigne

### Head Office

Suite 1501  
555 Réné-Lévesque Blvd. West  
Montreal QC  
H2Z 1B1  
Telephone: (514) 283-6320  
Facsimile: (514) 496-2409  
E-mail: apl@apl.gc.ca

### Auditor

Auditor General of Canada

### Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

### Mandate

To operate, maintain and administer a safe and efficient pilotage service in the St. Lawrence River between Les Escoumins and the north end of the St. Lambert Lock, in the Saguenay River and in Chaleur Bay north of Cap d'Espoir.

## Corporate Profile

The Laurentian Pilotage Authority serves three mandatory pilotage districts: one for the Port of Montreal, another for the navigable waters between Montreal and Quebec City, and a third for the navigable waters between Quebec City and Les Escoumins including the Saguenay River. The Authority owns and operates a pilot station at Les Escoumins with pilot boats capable of carrying pilots year round. The pilot boat services at Quebec City, Trois-Rivières, Sorel and Montreal are served by private companies under contract to the Authority.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

# Marine Atlantic Inc.

## Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.  
Minister of Transport

## Acting Chairperson

Vincent MacLean

## President and Chief Executive Officer

Roger Flood

## Head Office

Suite 802  
10 Fort William Place  
Baine Johnston Centre  
St. John's NL  
A1C 1K4  
Telephone: (709) 772-8957  
Facsimile: (709) 772-8956  
Web site: [www.marine-atlantic.ca](http://www.marine-atlantic.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1977 by the *Canada Business Corporations Act*; status and ownership changed as of December 30, 1986, pursuant to the *Marine Atlantic Inc. Acquisition Authorization Act* (S.C. 1986, c. 36); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

## Mandate

To provide our customers with a safe, environmentally responsible and quality Newfoundland-mainland ferry service in a reliable, courteous and cost-effective manner.

## Corporate Profile

Marine Atlantic Inc. has provided continuous ferry services between Newfoundland and Nova Scotia for over 100 years. In addition to the constitutionally guaranteed ferry link between North Sydney, Nova Scotia and Port aux Basques, Newfoundland, Marine Atlantic continues to operate a seasonal alternative service between Argentia, Newfoundland and North Sydney.

The federal government through operating contracts with Transport Canada financially supports the Corporation's operations. Marine Atlantic Inc. owns and operates four ocean-going ferry vessels and three ferry terminals.

Marine Atlantic Inc. continues to have a strong economic presence in the region; it plays an important role in Newfoundland's commerce and tourism industry.

# Pacific Pilotage Authority

## Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.  
Minister of Transport

## Chairperson

David Gardiner

## President and Chief Executive Officer

Dennis B. McLennan

## Head Office

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Vancouver BC

V6E 4A4

Telephone: (604) 666-6771

Facsimile: (604) 666-1647

E-mail: [info@ppa.gc.ca](mailto:info@ppa.gc.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

## Mandate

To establish, operate, maintain and administer a safe, reliable and efficient pilotage service in the coastal waters of British Columbia including the Fraser River.

## Corporate Profile

The Pacific Pilotage Authority provides pilotage services within a commercially oriented framework directed towards maintaining financial self-sufficiency through tariffs. Coastal pilotage services are provided by the British Columbia Coast Pilots Ltd., under an agreement for services. Pilotage services on the Fraser River are provided by employee pilots.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

# Ridley Terminals Inc.

## Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.  
Minister of Transport

## Chairperson and Chief Executive Officer

Michael Tarr

## President and Chief Operating Officer

Gregory A. Slocumbe

## Head Office

PO Bag 8000  
Prince Rupert BC  
V8J 4H3  
Telephone: (250) 624-9511  
Facsimile: (250) 624-4990  
Web site: [www.rti.ca](http://www.rti.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1981 under the *Canada Business Corporations Act*; became a wholly owned subsidiary of the Canada Ports Corporation in 1991; on November 1, 2000 pursuant to section 177 of the *Canada Marine Act* (R.S.C. 1998, c.10), Ridley Terminals Inc. became a parent Crown corporation; Schedule III, Part I, *Financial Administration Act*; not an agent of Her Majesty.

## Mandate

As a marine terminal, to provide continuous, high quality and high performance rail car unloading, product storage and loading services.

## Corporate Profile

Ridley Terminals Inc. (RTI) owns and operates a marine terminal on Ridley Island in Prince Rupert, B.C. Its train unloading and ship loading infrastructure and equipment are located on land leased from the Prince Rupert Port Authority. RTI plays an important role in supporting Canada's export coal business and is pursuing diversification into sulphur and other commodities.

The company's focus is to increase the value of Canada's investment in the terminal, to support the local community of Prince Rupert, and to help Canadian shippers compete more effectively in the international market by minimizing transportation costs.

In 2003, the federal government invited proposals for Ridley Terminals Inc. to access the level of commercial interest in the terminal, as the government proceeds with its consideration of options for the future of Ridley Terminals Inc.

## VIA Rail Canada Inc.

### Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.  
Minister of Transport

### Acting Chairperson

Anthony Friend

### President and Chief Executive Officer

Paul Côté

### Head Office

Suite 500  
3 Place Ville-Marie  
Montreal QC  
H3B 2C9  
Telephone: (514) 871-6000  
Facsimile: (514) 871-6619  
Web site: [www.viarail.ca](http://www.viarail.ca)

### Auditors

Auditor General of Canada  
Ernst & Young LLP

### Incorporation and Status

1977 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

### Mandate

To manage and provide a safe and efficient passenger rail service.

## Corporate Profile

VIA Rail Canada Inc. (VIA Rail) is Canada's national passenger rail company. Since its creation in 1977, the Corporation has operated passenger trains on a cross-Canada network stretching from the Atlantic Ocean to the Pacific Ocean and from the Great Lakes to Hudson Bay. VIA Rail operates more than 480 trains weekly on 12,316 kilometres of track, connecting over 450 communities across the country.

VIA Rail's network is made up of four main products groups:

- In Western Canada, providing year round intercity passenger transportation services while also catering to domestic and foreign tourism markets;
- In the Quebec City-Windsor Corridor, providing intercity passenger services between central Canada's largest business centers;
- In Atlantic Canada, linking the region with central Canada via the Montreal and Halifax, and Montreal through the Gaspé Peninsula routes; and
- In rural and remote areas, where VIA operates services mandated by the government to meet regional transportation needs.

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## Treasury Board

# Public Sector Pension Investment Board

## Appropriate Minister

The Honourable Reg Alcock, P.C., M.P.  
President of the Treasury Board and Minister  
Responsible for The Canadian Wheat Board

## Chairperson

Paul Cantor

## President and Chief Executive Officer

Gordon J. Fyfe

## Head Office

Suite 1500  
50 O'Connor Street  
Ottawa ON K1P 6L2  
Telephone (613) 782-3095  
Facsimile (613) 782-6864

## Montreal Office

Suite 2030  
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Montreal QC  
H3B 4W8  
Telephone: (514) 937-2772  
Facsimile (514) 937-3155  
Web site: [www.investpsp.ca](http://www.investpsp.ca)

## Auditor

Deloitte & Touche LLP

## Incorporation and Status

1999 pursuant to the *Public Sector Pension Investment Board Act* (S.C. 1999, c. 34);  
exempt from Part X of the *Financial Administration Act* (except for sections 132 to 147); not an agent of Her Majesty.

## Mandate

To manage the amounts that are transferred to the Investment Board pursuant to sections of the *Canadian Forces Superannuation Act*, the *Public Service Superannuation Act* and the *Royal Canadian Mounted Police Superannuation Act* in the best interests of the contributors and beneficiaries under those Acts and to maximize investment returns without undue risk of loss.

## Corporate Profile

The Public Sector Pension Investment Board (the Investment Board) was established pursuant to the *Public Sector Pension Investment Board Act* to invest in financial markets the funds transferred to it, after April 1, 2000, by the Government of Canada for the Canadian Forces, federal Public Service and Royal Canadian Mounted Police pension plans.







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